

Sales Management

THE MAGAZINE OF MARKETING

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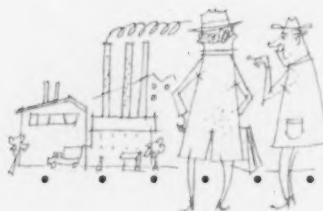
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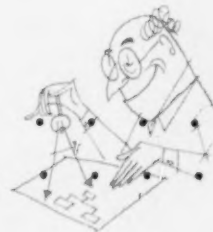


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FIFTY CENTS

SEPT • 15 • 1953



MAKE YOUR STORY CLICK!

You want your story to be understood the *first* time and *every* time. It will be understood if it is dramatically presented in huge lighted pictures that are professionally produced.

Experienced field men team with writing specialists to translate your company story into lucid form. Complete modern equipment and a staff of skilled technicians contribute to the recognized success of Jam Handy presentations. Your story will be seen as well as heard. It will be understood and remembered.

When you get this help, there's *one* explanation of objectives, *one* responsibility, *one* accounting . . . *one* reasonable price. You'll like the way that works.

For the right men with the right equipment to make your story click, call . . .

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MOTION PICTURES

Color Film Productions
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Animated Cartoons
Technical Animation
Cartoon Comedies
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Stop Motion
Training Films
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CONVENTION PLANS

Stage Management
Visual Presentations
Pageants—Skits
Special Effects
Demonstration Devices
Speech Coaching
Writing Assistance
Promotion Pieces
Projection Equipment

IN NEW YORK IT TAKES

... and only the Journal-American delivers this complete sales package

all 3

1 SALES CONTROL OF THE NEW YORK MARKET



THIS is New York ... a hundred different markets in one, a huge complex pattern of sales areas.

One basic requisite for the success of any sales operation in New York is thorough knowledge of the market. Block by block, the Journal-American's Sales Control Manual provides you with the necessary localized working data that lead to volume sales.

Part one ... desk top Sales Control is by far the most valuable guide to sales planning in the New York area.

2 POINT-OF-PURCHASE MERCHANDISING



TODAY your product must get as much dealer cooperation as possible. In the Journal-American, your campaign can be backed by a heavy barrage of P-O-P merchandising.

A fully trained staff of field men will build displays and secure valuable shelf positions for your product; interest non-stocking retailers; report on brand popularity, dealer attitudes and other helpful information.

Part two ... Journal-American P-O-P merchandising backs your entire consumer advertising effort.

3 LARGEST HOME-GOING CIRCULATION



THE trends to self-service and automatic shopping demand that you pre-sell more families with consistent advertising.

In New York, the Journal-American reaches far more families than the two other home-going papers ... 123,000 more than the second; 265,000 more than the third.

Take advantage of this powerful program for sales! The combination of Journal-American circulation leadership and a sound merchandising program gives you New York's only complete, most successful sales package.

Journal NEW YORK American

AN AMERICAN LEADER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

SEPTEMBER 15, 1953



the grass is
greener on
the other side
of the fence

In some companies (not yours, of course) salesmen complain—and explain that competition is beating them out because "They can get *right* in to see the *right* man" . . . and these sobbing salesmen may well be right—the "grass" is probably much greener on the competitor's side of the customer's fence.

If they are, it could be because their competitor's sales management realize that the quick and easy way to get into the lush pasture on the customer's side is to get the customer on *their* side *first* to obtain quality sales leads from prospects.

They know that NEW EQUIPMENT DIGEST is a time-proved source for these quality leads; that the returns from N.E.D. advertising come from men who can and do make the buying decisions for their companies; that these men read N.E.D. regularly, actively looking for new products and services to buy, new ways to improve their products and processes.

That's why each succeeding quarter shows more and more sales-conscious advertisers turning to NEW EQUIPMENT DIGEST as a means to reduce sales costs and improve salesmen productivity . . . by readily measurable amounts.

If you haven't yet seen the latest facts about N.E.D., write for a copy of "Suppose You Were In These Shoes."

● 68,498 COPIES (Total Distribution)

● 200,000 READERS

● in 41,561 PLANTS

A PENTON PUBLICATION

1213 West Third Street
Cleveland 13, Ohio

CCA

NRP

**NEW
EQUIPMENT
DIGEST**

Sales Management

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**Cabot's "Ranch House Hues":
A California Idea Born In Boston**

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461 EIGHTH AVENUE — NEW YORK 1, N. Y.





in the *Troy City Zone*

NO Smart Car Buyer Examines An Automobile Without Looking Under The Hood . . .

Likewise you cannot learn the true value of the Troy, New York Market without looking "under the hood." Only then do you learn that the A. B. C. Troy City Zone goes beyond corporate limits.

It includes Troy, in Rensselaer County, the cities of Watervliet and Cohoes, the village of Green Island and Latham, which are in northern Albany County, and the village of Waterford, which is in Saratoga County.

These six communities add up to 123,300 consumers for your product. Here **THE RECORD NEWSPAPERS** give 99% coverage. It's a superb way to tell your sales story.

THE RECORD NEWSPAPERS

- THE TROY RECORD •
 - THE TIMES RECORD •
- TROY, N. Y.



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

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Member

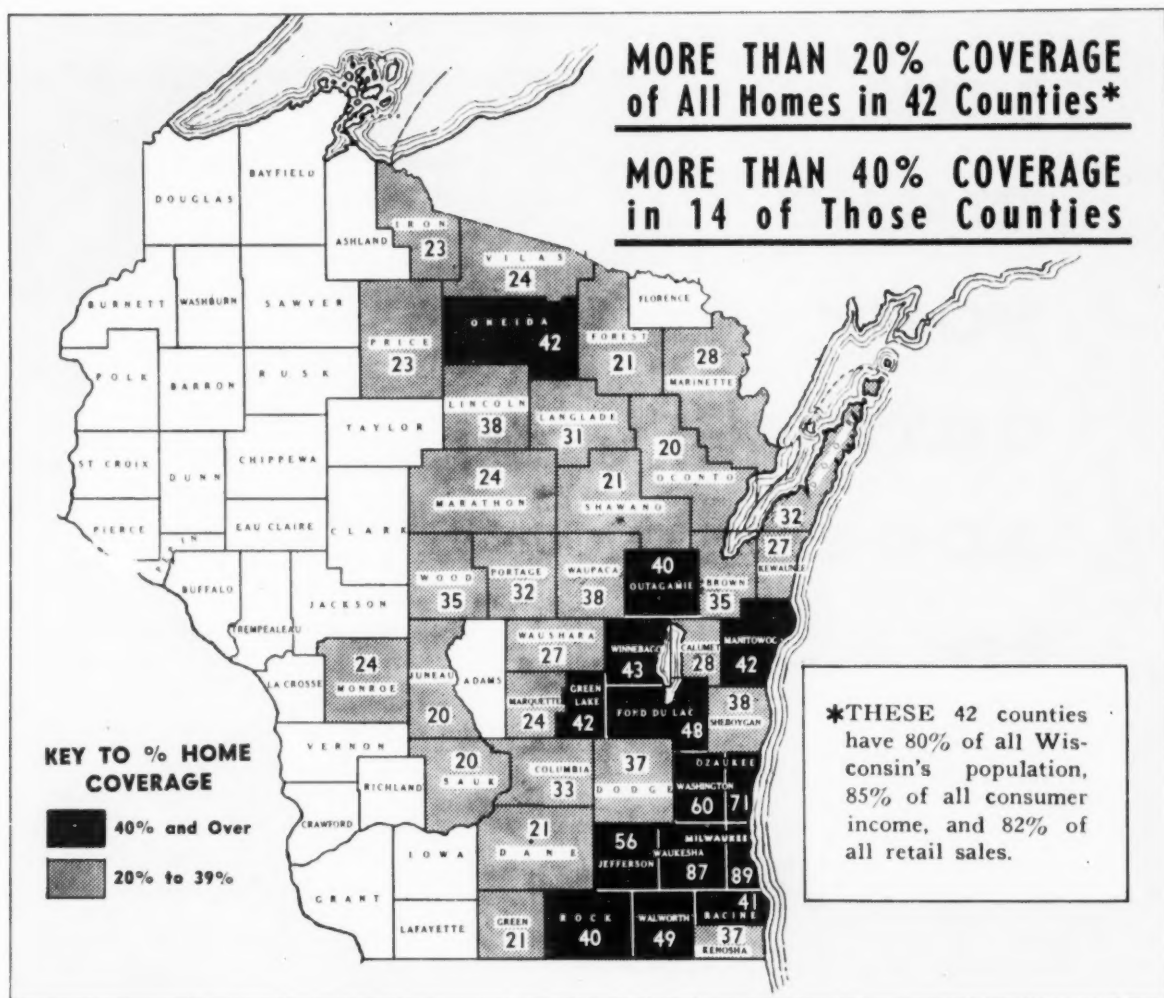


September 15, 1953 Volume 71 No. 6

How **ONE** newspaper...

The Sunday Milwaukee Journal

Covers Wisconsin Homes



Powerful Coverage of Wisconsin Cities and Towns

68% of all homes in 16 cities over 25,000
62% in 13 cities of 10,000 to 25,000
58% in 21 cities of 5,000 to 10,000

65% in 40 cities of 2,500 to 5,000
67% of all urban homes in Wisconsin
50% of all homes in 93 towns of 1,000 to 2,500

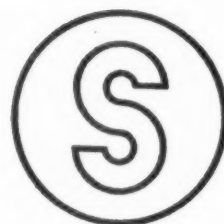
THE SUNDAY MILWAUKEE JOURNAL

Wisconsin's Most Complete Single Medium Coverage for a State-Wide Selling Job

**how
do
you
make
your
catalog
accessible
to
your
prospects?**



When a prospect needs your catalog,
must he write...and wait for it?



SALES MANAGEMENT



Do you send the catalog out and hope it will be kept where your prospect can find it when he needs it?

What's best for the buyer is best for you . . .

. . . and there's only *one* way to be *sure* he'll have your catalog handy, *always*. Send it to him pre-filed in a bound collection of catalogs.

The whole Sweet's idea of providing buyers with bound collections of manufacturers' catalogs, classified and indexed for easy use, came from the *needs* of specifiers and buyers. It has succeeded because manufacturers found they could sell easier when they made it easier for buyers to locate information about their products.

Right now 1,480 industrial marketers use Sweet's facilities to make their catalogs instantly accessible to the people most likely to need information about their products in the following markets: Product Engineering, Plant Engineering, General Construction, Industrial Construction, Light Construction.

The Sweet's man in your locality will be glad to show you how other industrial marketers use Sweet's facilities to be *sure* their catalogs are *really accessible* to their prospects.



FREE: Pocket-size booklet, "How to Improve Marketing Efficiency through Improved Catalog Procedure." Write Dept. 50, Sweet's Catalog Service, 119 West 40th Street, New York 18, New York.

Sweet's Catalog Service

designers, producers and distributors of manufacturers' market-specialized catalogs

DIVISION OF F. W. DODGE CORPORATION

119 WEST 40th STREET, NEW YORK 18, NEW YORK

Boston Buffalo Chicago Cincinnati Cleveland Detroit Los Angeles Philadelphia Pittsburgh St. Louis San Francisco

*you're
talking
to me!*



...when you
TEST food
advertising in

ROANOKE

*"Bob and I don't have
money to burn.*

*"We're not pinch-pennies
either.*

*"Like most American
couples, we have plenty...
enough to have a cozy home,
a car, and set a
good table."*

*Nothing dramatic about Roanoke.
Good middle class people.
Well-balanced industrial set-up.
Not too much buying power...
not too little. That's why this
16-county trading area is an ideal
test market for food advertisers.*

New booklet:
"PORTRAIT OF A NEWSPAPER MARKET"...



Gives you a "close-up" of
Roanoke, a mountain-isolated
test market with minimum pen-
etration from outside newspapers.
Tells you what ROANOKE news-
papers do to get maximum
tie-in support for your advertising
from food stores. For your FREE
copy, write: Sawyer, Ferguson,
Walker Co., 60 East 42nd St.,
N.Y. 17 or

ROANOKE

TIMES AND WORLD-NEWS
ROANOKE • VIRGINIA

Sawyer-Ferguson-Walker Co.
National Representatives



The Human Side

How To Find Talent

For the first time in anyone's memory product design students have gotten a chance to work on an industrial assignment—*before* they were out of school. A Chicago manufacturing company, whose executives wisely figured that not all the best industrial design brains are employed, tossed the students their prize assignment. Reward for winners: money. First prize was \$150; second was \$100; third, \$50.

The contest was conceived by Bernard A. Mitchell, a young, energetic guy who is president of Mitchell Manufacturing Co. He says his company is the largest manufacturer of room air conditioners in the country. "We were extremely interested in finding and developing new design talent," says Mitchell. "At the same time we are always looking for creative, original ideas that might be incorporated into our products. We decided that to best achieve this twofold purpose we would give students who intended to make design their life work a chance to tackle a real problem."

So Mitchell gave the students the job of creating a room air conditioner that would be both better looking and cheaper to produce than the company's current models. The contest resulted in such imaginative ideas as a unit arranged vertically along the side of a window, tucking it out of sight under an attractive cornice, making it automatic through the use of a clock—like a clock-radio.

Designs Start Here

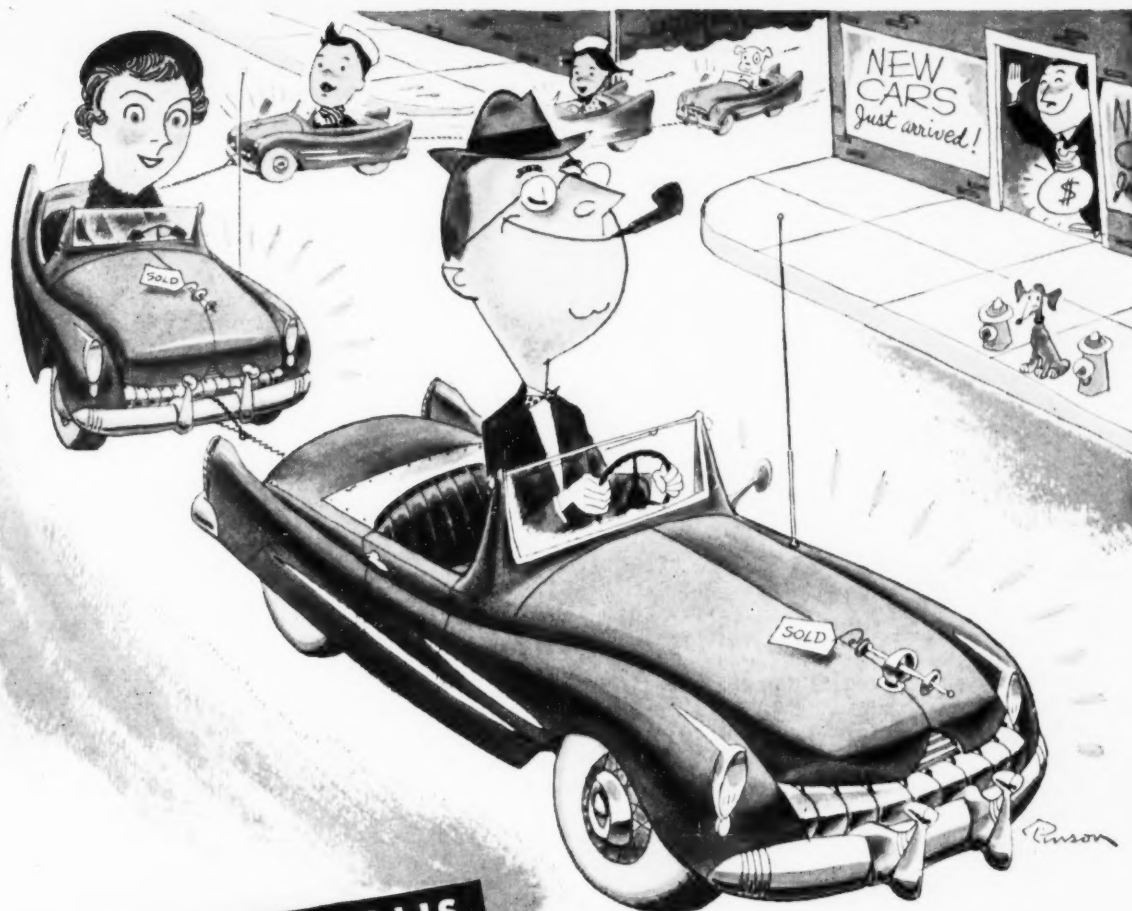
It was last May when the contest started. Mitchell invited the advanced design class of Joseph Palma, Jr., to the Mitchell plant so that they could bone up on the mechanics of air conditioning. One of the engineers took the group under his wing and explained the technical factors that go into air conditioning. Then the chief designer emphasized the importance of design and pointed out the functional considerations in designing the units. Finally the advertising manager described the company's advertising program and told the students what retailers look for in selling air conditioners.

By June the designs were in and the judges—Mitchell, Palma, the v-p of the company's Air Conditioning Division and the director of design—got down to the exciting business of discovering what the design talent of tomorrow had been up to.

When it was all over young Thomas Mills of Chicago had copped the first prize. His entry was a unit with a unique control knob, a cylinder across the front of the unit that could make operation almost foolproof. Other features of his design were inside and outside temperature dials which would give the owner of such a unit the smug satisfaction of comparing his cool rooms with the hot out-of-doors.

Robert Kirk, another Chicago lad, took second prize. His was the unit designed to lie under the cornice. The judges liked it because it would be invisible, practical and remote controls could be conveniently placed along the side of the window. Women, the judges believed, would especially like the Kirk design since the cornice could easily be colored to match or contrast with the room's interior scheme.

Mitchell hasn't said if it plans to manufacture any of the designs. But you can bet some of the features that turned up in the contest will turn up in future Mitchell air conditioners.



IN INDIANAPOLIS

they Buy More because they Have More!

● For example, in 1952 Automotive Store Sales per family in Indianapolis were 74% above the national average!*

Yes, people *Buy More* in Indianapolis because the average income per household in this *big* market is \$6943** annually, first among cities of over 400,000! Indianapolis has many other essential market advantages for you too!

► *It's BIG* . . . over 550,000 population

► *It's STEADY* . . . unsurpassed for diversification and balance of industry and agriculture

► *It's EASILY REACHED* . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Star and The News. Write for complete market data today.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

* Sales Management Survey of Buying Power, May 10, 1953.

** Consumer Income Supplement, 1953, Standard Rate & Data Service

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



SEPTEMBER 15, 1953



WHAT A PICTURE!!

Pretty silly, isn't it?

OR IS IT?

How many of your salesmen carry around a similar picture of your product or service in their minds? A mental attitude developed by customer resistance, and objections.

It happens . . . and you can tell it's occurring when you get suggestions from your salesmen that they could sell more IF . . . Help your salesmen regain their perspective.

Show them:

"THE ATTITUDE THAT GETS BUSINESS"

part of the outstandingly successful sound slide program . . .

AGGRESSIVE SELLING

*You may obtain a preview
without obligation.*

Write for details.

WESTEN-WILCOX

6108 Santa Monica Blvd.
Los Angeles 38, Calif.

They Blow Horns

Thirty-five enterprising Pittsburghers, mostly in their 30's and 40's, are selling their community to residents of the city and metropolitan district. Members of the Civic Salesmen's Club of the Chamber of Commerce of Pittsburgh, they're bringing their neighbors the story of Pittsburgh's phenomenal \$1½ billion redevelopment program.

The organization was started in 1948 after a survey revealed that many Pittsburgh residents displayed a lack of appreciation of the city's good points. Pittsburgh was beginning to build new skyscrapers, parkways and other projects to go with its new smoke-control program, and the Chamber of Commerce wanted to make sure the story was made known. The result: Civic Salesmen's Club.

The club is under the general direction of John Mauro, the Chamber's energetic, young public relations director. Chairman is Bernard J. McCrory, manager of the Pittsburgh office of Personal Finance Company. Among its membership are five attorneys, one school supervising principal, an orchestra leader and two personnel directors.

Their principal stock-in-trade is a color film consisting of 80 slides and a script provided by the Chamber. Armed with this equipment and assisted by a projectionist, the Civic Salesmen venture out to small civic or neighborhood groups, fraternal organizations, schools, church groups and conventions, to tell their story.

Pittsburgh Rebuilds

The film being shown at present is "Pittsburgh Rebuilds For The Future." But work on such developments as the Gateway Center at Pittsburgh's famed "Point" is progressing so rapidly that last October the script was rewritten and 20 new slides were provided at a cost of \$1,500.

The Chamber obtains its audiences by offering its service to organizations. Program chairmen are quick to respond and Civic Salesmen total about 15 speaking engagements a month, although they have made as many as 50 talks in a month. Since the group was formed, its members have talked to approximately 1,000 groups and audiences estimated at 50,000 persons.

Audiences average about 50, although the Civic Salesmen ask that audiences be no less than 25. One Civic Salesman recalls, however, that although a women's group promised at least 25 listeners, only three members showed up. But the Civic Salesman and his projectionist gave their all to the task.

The film requires 24 minutes and is followed by a question-and-answer period. Periodically, the C. of C. sends letters to Civic Salesmen, apprising them of new civic developments, so that they may interpolate the latest information about Pittsburgh's progress in their narrative.

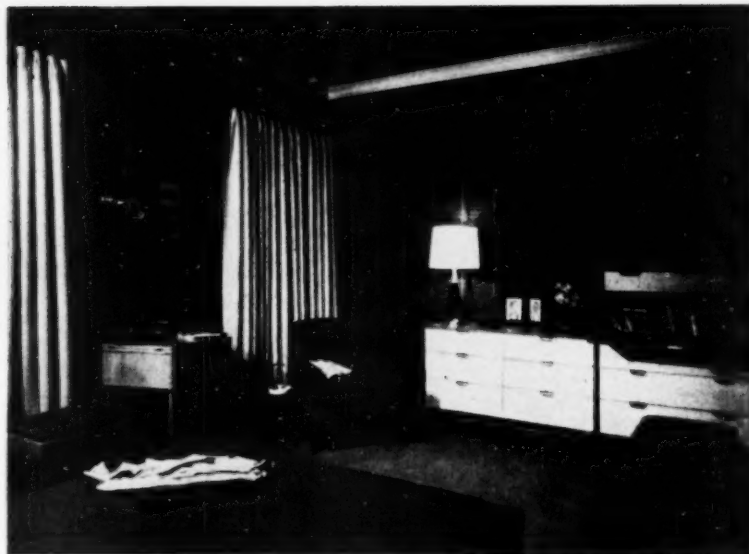
The Chamber provides a \$1,500-a-year budget, mainly for lunches for the members, travel and cost of projectionists. That sum is augmented as needed, especially when new color slides are necessary.

Civic Salesmen obtain a minimum of glory or publicity and for the most part their work goes unnoticed in the local press. They give up nights, Saturdays and Sundays to appear before their audiences. They have traveled to boroughs, townships and cities everywhere.

The Civic Salesmen also participate in a Chamber-sponsored weekly television program, "The Pittsburgh Story." Members of the Civic Salesmen's Club interview prominent Pittsburghers on subjects that are usually controversial. But their principal job is to help promote Pittsburgh as a business, industrial and residential center. They may not tell the world, but they do a good job right at home.



Combination kitchen and family room . . . cook's section, with built-in range (above) and the take-it-easy-side, with chess table, book racks (below).



This room doubles in brass as sewing room and bedroom. Sewing machine is a table when closed, convenient to bed, which serves for cutting patterns. Desk unit, comfortable chair make combined reading and writing room.

2-way selling!

This fall, at eleven important State and County Fairs, hundreds of thousands of SF families will see actual reproductions of these double-function rooms . . . which they first saw in an illustrated article in the August issue of *SUCCESSFUL FARMING*.

Attractive, livable, these model rooms were planned and decorated by SF home editors, and furnished by leading retailers in eight states.

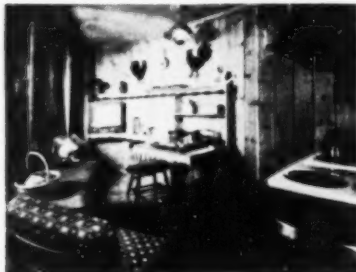
Thirteen years of prosperity have pushed up farm living standards to new

high levels, made the farm homes in the fifteen Heart States a prize market for equipment, appliances, rugs, furniture and furnishings, and all quality merchandise.

SUCCESSFUL FARMING has over 1,250,000 circulation, concentrated among the top 2.1 million farms producing nine of every ten farm dollars. The 1952 average annual cash income of SF subscribers was \$10,075 . . . 64% above the US farm average.

IN A MARKET where TV and general media have only limited influence, the national advertiser must have *SUCCESSFUL FARMING* for penetration, readership, and family interest based on a half century of service, to balance national schedules, get the most of today's best farm sales and potential. For full facts, call the nearest SF office.

MEREDITH PUBLISHING CO., Des Moines
...New York, Chicago, Cleveland, Detroit,
Atlanta, San Francisco, Los Angeles.



-NBC IS AMERICA

- 1.NETWORK COVERAGE
- 2.HOMES DELIVERED
- 3.TOP PROGRAMS
- 4.ADVERTISER ACCEPTANCE
- 5.BIGGER AUDIENCE LEAD
- 6.COST PER 1,000
- 7.HOURLY RATINGS
- 8.PROGRAM TYPES
- 9.NIGHTLY ADVANTAGE
- # 10.MERCHANDISING SERVICE



NO. 1 NETWORK—

➡ 10

Only NBC offers guaranteed merchandising and promotion

When an advertiser purchases time on NBC Television, he is guaranteed—at no extra cost—three valuable adjuncts to successful advertising:

1. *The services of a nation-wide merchandising organization which will devise a merchandising plan especially for his particular needs.*
2. *A minimum of \$4,500 worth of network promotion announcements for his program every week.*
3. *A newspaper advertisement promoting his show in over forty television markets.*

No other television network makes these guarantees. NBC offers these services because they help the advertiser gain the greatest value from his advertising. Guaranteed merchandising and promotion are good reasons why

NBC is America's No. 1 Network.

Next week . . . further proof.

NBC's Audience Advantage is to Your Advantage...Use It.

N B C TELEVISION

a service of Radio Corporation of America

IOWA PEOPLE

Work-Play-Live

BY RADIO!



Iowa Radio Users Spend More Than Twice As Much Time With Radio As With All Other Media Combined!

Enter almost any Iowa home at almost any time of the day, and you will find at least one radio set in action—keeping Mother company while she does her duties—bringing Dad the farm markets and news—changing the quiet house into a warm and friendly home. That's why the average Iowa family spends 10.53 hours per day with radio, as compared with 2.64 hours with television, 1.7 hours with daily newspapers, 0.79 hours with weekly newspapers.

Iowa people spend more time with WHO than with any other Iowa station!

All the above figures are from the 1952 Iowa Radio-Television Audience Survey, by Dr. Forest L. Whan. This Survey is used regularly by leading agencies and advertisers. It is worthy of your deep study. Free copy on request.

WHO

+ for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager



FREE & PETERS, INC.
National Representatives

SALES MANAGEMENT

COMMENT

Selling a Price Rise

There's probably a temptation in the minds of executives connected with monopoly enterprises to be somewhat dictatorial to customers, but if there is such temptation it is usually curbed—with the result that some of our best public relations efforts stem from so-called monopolies, including many of the public utilities and, currently, from the Railway Express Agency.

Of course, strictly speaking, there's no such thing as a monopoly. If we wish to ship something by Railway Express the shipment must go through one specific agency—but if we don't like the way they render service we can turn to parcel post, air freight, regular freight or trucking.

The folks at the Railway Express Agency recently won themselves a much-needed and long-awaited rate increase but instead of jamming it down the throats of customers, K. N. Merritt, vice-president in charge of Traffic, is sending out an interesting and well-documented folder called, "We Had to Ask for a Rate Increase and We Want You to Know Why," with an accompanying letter.

Using the positive approach instead of the negative, he starts out by explaining what the organization has done to modernize and mechanize so as to give shippers the most for their shipping dollars; he reviews the equipment being ordered to supply additional facilities to speed up and extend express service and at the end he drives home nine special services offered by Railway Express for which there is no extra charge.

One of the points brought out in the accompanying letter is particularly interesting. Most of us do not have to compete with the government, but that isn't true of the Railway Express Agency. Merritt says, "We have been trying to carry on, as a private enterprise, transportation operation in direct competition with government parcel post. It's unfair competition. Any company, yours included, could sell its services to the public more cheaply if the government would pick up the bill for losses at the end of the year. You can't—and we can't."

Not everyone will agree that parcel post is *unfair* competition, and certainly the express people cannot supply door-to-door delivery to every scattered farmhouse in the nation, but Merritt is quite right in saying that it is competition. It's also true, if Postmaster General Summerfield's statistics are accurate, that it is competition conducted at a loss, with the losses made up by taxpayers instead of by shippers.

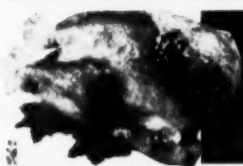
The Farmer is Far From Being Broke

If you were a storekeeper in a farming area and noticed in going through your books that Farmer Hamilton had purchased \$1,000 worth of merchandise from you in the first eight months of 1952, but only \$900 worth in the similar 1953 period, would you say to yourself, "Poor old Hamilton. He used to be such a good customer but he's hardly worth cultivating now"?

Of course you wouldn't, but nevertheless it's somewhat shocking

The newspaper
with the largest
evening circulation
in Chicago
and suburbs
is the
CHICAGO AMERICAN

Nationally Represented by
Hearst Advertising Service



Perfect
Gift for
Every
Executive

Custom Fancy Smoked TURKEYS

Give a gift of distinction—one that will truly flatter the recipient. Premium quality birds (U. S. Grade A table-ready), carefully dressed, then smoked with a rare, delicious flavor, are gifts of thoughtfulness for every holiday.

Each plump, broad-breasted turkey (goose or capon) is slowly processed under exacting controls to insure juicy perfection of flavor. No cooking necessary. Each bird shipped in re-usable polyethylene bag, dry-iced to insure arrival in frozen condition.

Attractively gift-wrapped, gift card enclosed. Shipped prepaid anywhere in the U. S. Send us your gift list, we will ship direct. Arrival in perfect condition guaranteed anywhere within Railway Express delivery limits.

CUSTOM FOOD PRODUCTS, INC.
701 N. WESTERN AVE., CHICAGO 12, ILL.

We will need:

Smoked whole turkeys of _____ lbs.
ea., av. wt. 9-15 lbs. Price \$1.75 lb.
Smoked whole geese of _____ lbs.
ea., av. wt. 6-7 lbs. Price \$1.85 lb.
Smoked whole capons of _____ lbs.
ea., av. wt. 5-6 lbs. Price \$1.75 lb.

Your Name _____

Name of Firm _____

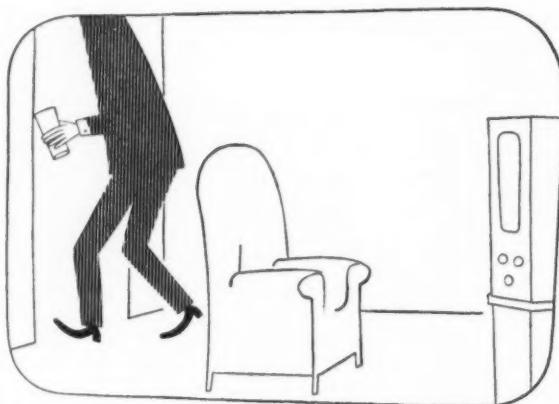
Address _____

City _____

Zone _____

State _____

"Here comes the commercial!"



*These three commercials started out equal
...except for one thing... Creative ingenuity.*

YOUNG & RUBICAM, INC.

Advertising • New York • Chicago • Detroit • San Francisco
Hollywood • Montreal • Toronto • Mexico City • London

to learn that some sales executives are pessimistic about the rural markets because the farmers' gross income has dropped a bit faster than the drop in his cost of doing business.

As a matter of fact, in suggesting in the above example that the drop might be as high as 10%, we are probably short-changing the farm market, for there's nothing to indicate that retail purchases have dropped to that extent. The farmer's drop in cash income for the first 8 months was 6%. Coming off an extremely high level, this is certainly not an alarming drop. True, it's a *salesman's market* there (it's up to salesmen to create sales), just as it is in the cities. The farmer and his wife, just like the city folks, have a good inventory of merchandise. In recent lush years they have bought generously of farm machinery and of appliances and other improvements for the home. If need be, they could get along with what they have for a year or so—but the farmer is no different from others in not wanting to drop from an already-achieved standard of living; instead he wants to raise it, but in the current market he can be very particular about what he buys. He can and will demand quality at a good price.

We would hazard a guess that much of the drop in farm income has already taken place and that this fall and next spring the rural markets will stand up as well as city markets.

We agree with the Research Institute of America, which points out that changed eating habits will prevent a return to pre-World War II ratio, when only 24 cents of every dollar went for food, as against 29 cents at present. Makers of all types of durable equipment used in the farmer's home or in his barns or on his fields should remember that much of the present equipment was bought as soon as possible after the last war and that it is beginning to wear out and become obsolete. Few farmers who now own a tractor or a truck will ever go back to horses; few farm wives who have enjoyed mechanical refrigeration will ever go back to storing butter in a deep well.

Television's Outstanding Growth

No new entertainment medium—or advertising medium—ever went so far so fast as television has gone since its commercial introduction in 1947.

Radios are now so accepted in our homes and in our automobiles that it's easy to make the false assumption that radio, too, jumped from babyhood to adult manhood in a few short years.

Actually, commercial radio was introduced in 1922 at which time there were 400,000 sets. Five years later, 1927, there were 7 million sets—truly a tremendous increase.

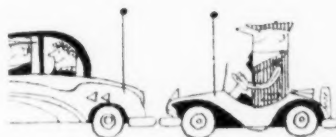
But television started in 1947 with 200,000 sets; five years later there were 21 million in operation. The rate of growth for television has been three times that of radio, with a product which has an average sale price three or four times as great.

By 1940 the number of radio sets in use had increased to 51 million and by 1952 to 110 million. Even the most backward of our states have a percentage of radio homes virtually identical with total homes.

Whether or not the use of television sets will eventually pass the 100 million mark, as already achieved by radio, it is clear that the television industry has a large potential market and will command ever-larger advertising budgets.

Since the freeze was lifted, many new television stations have started and the total is approaching the 200 mark. It is expected that by 1955 the total will be close to 500 and that there will be few areas not served by this new medium.

Reach 'em on wheels in New England—



The Dr. Forest L. Whan Survey shows how!

More than half use car radios daily. According to the Dr. Forest L. Whan Survey of the Boston Trade and Distribution Area (the most thorough audience survey ever completed in New England) New Englanders are among the nation's largest users of car radios. Better than half the motorists there, both men and women, have their radios on daily as they drive. Thus, to reach the biggest audience in New England, use **radio**... the medium that seeks out your customers wherever they are!

More listeners than any other station. According to the same survey, WBZ rates first as the station "listened to most." For daytime listening, 17.0 percent of those interviewed named WBZ (compared with 13.7 percent for the second station, 10.9 percent for the third). For nighttime listening, the figures are even stronger: 28.6 percent named WBZ, 9.5 percent named the second station, and 8.5 percent the third.

With the Whan report on your desk, you're equipped to get the biggest value for your New England radio dollar. If you haven't a copy of this report, get in touch with WBZ or Free & Peters.

WBZ
BOSTON
50,000 WATTS
NBC AFFILIATE

WESTINGHOUSE
RADIO STATIONS Inc
WBZ • WBZA • KYW • KDKA
WOWO • KEX • WBZ-TV • WPTZ
National Representatives, Free & Peters,
except for TV, for WBZ-TV and WPTZ,
NBC Spot Sales

"...advertising's most coveted distinction"

Annual awards of \$5000.00...established in 1947 by Putman Publishing Company for the best use of industrial advertising...and the best documentation of such use...in making more effective the selling of products or services to industry. Administered by National Industrial Advertisers Assn.

For winning entry..... Citation and \$2500
For second-place entry..... Citation and \$1500
For third-place entry..... Citation and \$1000



THE PUTMAN AWARDS

First Place
W. H. Grosse

Monsanto Chemical Company
Texas Division

*For the best use of
Industrial Advertising
and the Best Documentation
of such use in helping
make Sales to Industry*

1953

PRESENTED BY

Russell L. Putman
For Putman Publishing
Company, Chicago

Gene Wedel
For National Industrial
Advertisers Association

PUTMAN PUBLISHING COMPANY

111 EAST DELAWARE PLACE, CHICAGO 11, ILLINOIS

Publishers of FOOD PROCESSING • FOOD MARKETING • CHEMICAL PROCESSING **NBP**

NEW YORK • CLEVELAND • DETROIT • ROCHESTER, N.Y. • ST. LOUIS • LOS ANGELES • SAN FRANCISCO • PORTLAND **ECA**

A New "TOWER KITCHEN" to serve 400,000 Free Press Families

**KAY
SAVAGE**
Detroit
Free Press
Food Editor



More than a million and a half Free Press folks get their "eating directions" every day from Kay Savage, Detroit Free Press Food Editor. Every week Mrs. Savage and her staff personally handle a thousand inquiries and phone calls from women readers who want to know what to do when a cake falls or the pie bubbles over in the oven. Twenty-one years ago, The Detroit Free Press established its famous "TOWER KITCHEN," where recipes are tested and checked before being "served" to our readers. Now . . . today . . . a newer, brighter and thoroughly modern kitchen has been created for Mrs. Savage to help the women in 400,000 Detroit Free Press homes better solve the culinary problems of the day.

*Send for your
free copy of
"Cooking
with
Kay"*

The Detroit Free Press

"America's Most Interesting Newspaper"
JOHN S. KNIGHT, Publisher



STORY, BROOKS & FINLEY, INC., NATL. REP. • KENT HANSON, NEW
YORK RETAIL REP. • HAL WINTER CO., MIAMI BEACH, SO. RESORTS REP.

SALES MANAGEMENT

TRENDS

As seen by the Editor of Sales Management for the fortnight ending September 15, 1953

MORE YOUNG, MORE OLD

As of 1950 (and the figures are even larger today) there were 61% more children under 5 than there were in 1941, and 45% more between the ages of 5 and 10. There are more people 60 and over, and fewer 10 to 30 year old people than there were in 1941. This will mean a smaller market in the 20 to 40 age group for years to come, and since this group will be supporting more young and more old people, it may spend relatively less on personal items, such as clothes and jewelry, and more on housing and household groups.

If you are at all like me, statistics of this sort mean far more when they are reduced down to an area with which you are familiar. The human eye can't encompass 160 million people, and the human mind cannot get a clear picture of hundreds of billions of dollars. But I can see what's happening when I look at the figures for my old home city of Madison, Wis. Here's what happened between the Census years of 1940 and 1950:

Age Group	Census 1940	Population 1950	% Increase
0-4 years	4,433	8,748	98
5-19	14,499	18,238	26
20-44	29,817	43,562	46
45-65	14,000	18,374	31
65 and over	4,698	7,134	52
Total	67,447	96,056	42

The changes in Madison are actually more acute than these figures indicate, because between 1940 and 1950 there was a change in the Census rule. Prior to 1950, college students were accredited to their home state and city but in the last Census they were included in the city where they were attending school. Taking this point into consideration, the gains in the very young and in the 65 and over age groups are even more significant.

THE CHANGING AMERICAN FAMILY

In a current continuing series *Fortune* is discussing the changing American market and comes up with some interesting estimates of income groupings as of the late lamented year, 1929. The magazine makes the point that in that year there were, from a marketing point of view, two groups of consumer spending units—the "class" and the "mass" market.

The "class" market consisted of the very wealthy and somewhat less wealthy who could buy almost offhandedly all the comforts and luxuries of life, including the time of numerous menials, while the "mass" market consisted of the remainder, some of whom were just beginning to buy the durables which are now commonplace.

Today the magazine sees three major groups, with the largest growth factor being above the \$4,000 level where

economists agree "discretionary" buying power becomes significant.

The *Fortune* study ties in with one of the big SALES MANAGEMENT features coming up this fall; in the November 10 issue we will show for all counties in all metropolitan county areas a four-way breakdown. The cut-off points, except at the very top, can be telescoped into the breaking points chosen by *Fortune* but there would be relatively little difference between SM's \$7,000 cut-off and *Fortune's* \$7,500. The essential changes in the economy are shown in this table:

	Under \$4,000		\$4,000-\$7,000		\$7,000 and over	
	% of Consumer Spending Units	% of Income	% of Consumer Spending Units	% of Income	% of Consumer Spending Units	% of Income
1929	80	46	15	25	5	29
1952	56	30	31	36	13	34

BACK TO NORMAL

Under "Comment" in this issue, in a little piece about what's happening in rural areas, we say that a customer who bought \$1,000 last year and \$900 worth of merchandise this year doesn't suddenly change from being a good customer. He's just a little *less good* than the year before.

Business Week in a recent issue uses a somewhat similar analogy in forecasting business for 1954. The magazine quotes a California clothing manufacturer as follows: "After all, if your plane slowed down from 300 miles per hour to 280 m.p.h., you'd still be going pretty fast, and if 280 m.p.h. is your regular cruising speed you have no complaint."

There may not be a 1954 dip but it is certainly prudent to be ready for one if it comes. Perhaps all of us will have to work harder for our money than we have been working, but this is especially going to be true of salesmen. They will have to work harder than they have worked since 1940, but no harder than they worked before then. The big trouble is that so many of our road salesmen—and an even higher percentage of retail salesmen—haven't had any pre-1940 selling experience and for them the strain will be tough unless managers of sales give them more help.

Most of us assume that once something is learned it *stays* learned. Immediately following the war most sales organizations augmented their forces. They took back a lot of their men who had gone into service and added many others. They started sales training courses and they gave these men valuable "how to" information and ideas. Then the men started out in the field but many found that this sales training was of little immediate value. Merchandise was short and buyers grabbed eagerly for everything available.

So much of that knowledge which salesmen may have absorbed six or seven years ago has been forgotten because it was not used.

That's one of several reasons why every salesman needs a refresher course—to *relearn*, and to learn how to *apply* information and ideas which have rusted away.

The advanced course in sales management conducted in New Brunswick, New Jersey, last month by National Sales Executives, Inc., under the auspices of Rutgers University, was a great success, but after being down there and talking with many of the alert junior sales executives who took the three-week course, I'd be willing to make a good-size bet that the greatest gain most of them received was that they were made to remember and reconsider many ideas and techniques which they had learned before but which had not become a part of them because they had never been applied. This, far more than the learning of any new things, was a characteristic of the school's success.

A LITTLE STRAW IN THE WIND

There is no dodging the fact that while income and employment are high, there is greater selectivity in buying and a greater tendency to put something aside for a rainy day. The money is there—but it's harder to get it out of the pocket. We don't draw much on isolated examples because you don't get the complete picture until you have made an adequate sample, the isolated example nevertheless can be interesting and *perhaps* significant.

I have a sister out near Madison, Wis., who is a partner in a motel. The other night she wrote me: "This is a dreadfully empty night. There is no accounting for the peculiarities of the human race! This summer in Wisconsin has not been up to par with regard to motor

travel and every business on the highways has felt it. We turn them away one night because we have no vacancies and the next night we wait in vain for customers to show up. Money tightness has been evident by the unusual number of 'shoppers' who go from one motel to another getting rates and going on inspection tours before settling down for the night—and also by the low percentage of families on vacation.

"Everyone speaks of that and it seems quite understandable that the higher costs of both bed and board make it difficult for a one-income family to take a bunch of children away for a week or two. Chicago reports that the attendance at city beaches was 200,000 larger in July this year than last, which might indicate that holidays are being spent near home."

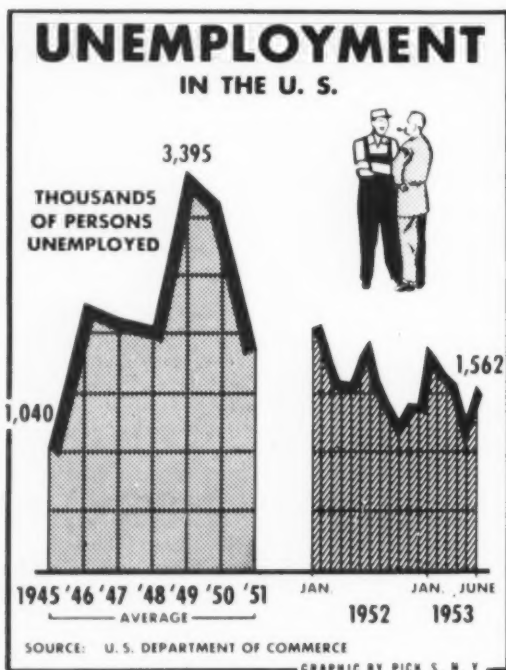
Incidentally, it's estimated that 45,000 motels with 796,500 rental units now dot the United States. About 2,000 fold each year but the net total is growing—with the net gain averaging 3,000 a year. Average daily occupancy exceeds a million people.

SIGNIFICANT SHORTS

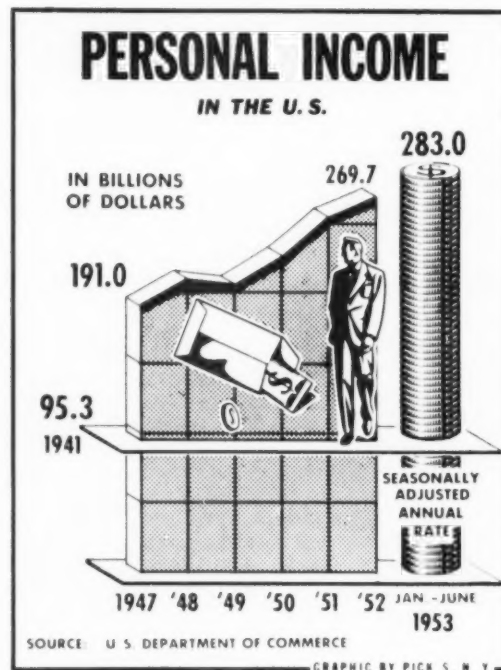
The Boston Conference on Distribution will be held this year October 19 and 20 at the Hotel Statler, Boston. This is the 25th annual meeting of the country's best known distribution conference.

"Excess Prophets" is a new name which has been coined for some wag to throw at the prognosticators who are believed to be double-talking themselves into a business recession. It has been suggested that a tax be levied against them.

PHILIP SALISBURY
Editor



Most people are working . . .



and making much more money

1,310,000

IOWA PEOPLE

read **THE**
DES MOINES SUNDAY
REGISTER

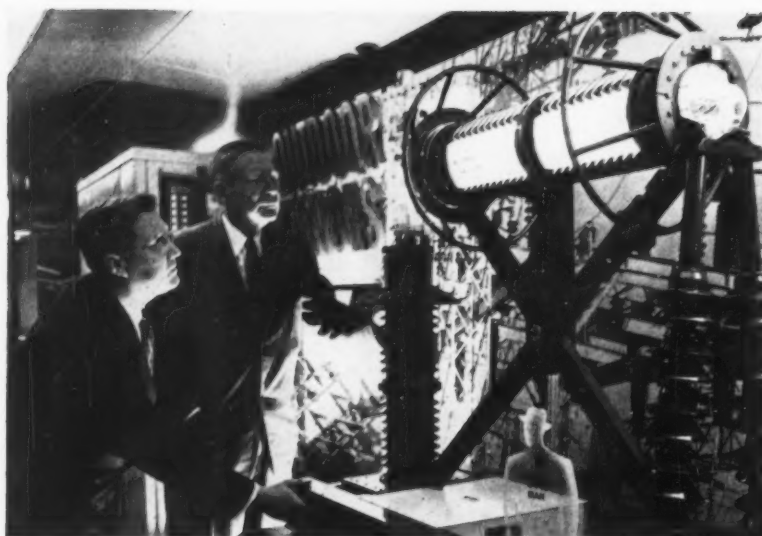
68.4% Coverage of a Statewide market . . .
(all Iowa people 15 years of age and older)

*. . . as reported by the Advertising Research Foundation in its first
statewide audience study of 14 Sunday newspapers circulating in Iowa.*

For complete facts on where these people live, what they earn, what they own, see "A Study of The Des Moines Sunday Register Audience in Iowa." For details on how to get your copy, write Advertising Research Foundations, Inc., 11 West 42nd St., New York 36, New York.

THE DES MOINES SUNDAY REGISTER

... an "A" Schedule Newspaper in an "A-1" Market



PROVOCATIVE operating exhibits are a part of G-E's visual undertaking. This breaker is only one of hundreds of working electrical units built into a 10-car exhibit train, visited by industrial and civic leaders in 163 cities. Objective: "Sell more power to America."

"Visual Language" Helps Sell Half of G-E's Volume

Visual Education is one of the major media in G-E's Apparatus Sales Division. It crystallizes management communication among 30 of the company's departments, increases the market for electrified machinery. It may be a chart, or a \$100,000 movie, or a working model. One man directs it.

*Based on an interview by Philip Patterson with
ROBERT L. FEGLEY
Manager, Visual Education, General Electric Co.*

As sales management searches for ways to step up the impact of the sales call, and develop markets never reached by the salesman, it can study the use of visual aids by G-E's far-flung Apparatus Sales Division.

Most companies have dabbled in films, exhibits, etc., but few have developed a corps of specialists to handle this important new adjunct to selling on a continuous and efficient basis. This is the significance of G-E's Visual Education Unit, as analyzed in an interview with its manager, Robert L. Fegley.

Q. What does the "Manager of Visual Education" do?

A. I manage an organization

which supplies the film programs, sales aids, exhibits, displays and staging services for the Apparatus Sales Division.

Q. What's the Apparatus Sales Division?

A. The Division handles the sale of General Electric's industrial, transportation, utility and defense products. It's one of the biggest technical sales operations in the country. These products account for more than half the company's volume; over a billion dollars worth a year.

Q. And your Unit supplies the visual aids?

A. Yes, our purpose is visual aids for selling and sales training. Actually, our staging and production services are called on for other purposes, too — management conferences, employee meetings, and share owners' meetings, especially. But our primary business is visual aids for selling.

Q. Why is General Electric so interested in visual aids?

A. Because they work. They help to move the goods. If you're going to hold a leadership position in today's competitive market, you've got to use every possible means of impressing your product advantages on the customers. Reach them through every sense, simultaneously if possible.

Let them feel a sample, inspect a cutaway. Take them on a picture trip. Give them graphs, figures, proofs. Give them a show to remember. Once you tap in on the visual media, you open up an almost infinite variety of channels to the customer's mind.

Q. Does this mean you're letting up on the traditional media—space advertising, direct mail, catalogs, and handbooks?

A. By no means. Our visual operation is part of the Apparatus Advertising and Sales Promotion Department. Any of the material we turn out—a film program, a demonstration kit, an exhibit—is part of an integrated sales promotional program utilizing every medium necessary to

VISUAL EDUCATION is called upon to put technical education into visual terms—samples, graphs, proofs, films, programs. Here storyboard technique solves problem of internal communication among management personnel, making market data clear.



promote a particular product line, toward a specific objective.

The space advertising and direct mail go on continuously, like a steady downpour of sales messages, drenching the market. We're the lightning bolt—the blast that makes the customer stop, look, and listen.

Q. Sounds rather dramatic.

A. Sometimes it is. A good motion picture, or a staged presentation, will make a strong emotional impression which is often remembered long after the specific facts have been forgotten. But getting the facts across is important too. Especially in our business.

Q. You probably have specific reasons for saying "in our business."

A. In the industrial sales field, a large part of the sales job is technical education: Just keeping customers (and salesmen) up to date on the latest developments. Technologies change fast. So do product lines. Our salesmen are always called on to explain, demonstrate, visualize new principles and products. They could do it barehanded, I suppose, but they do it faster and better with demonstration tools—films, exhibits, and model kits. Our Apparatus Sales Division handles the products of more than 30 G-E Departments, so you can see there's quite a demand for demonstration tools.

Q. I imagine it's quite a job, just keeping your own G-E organization posted.

A. Yes, that's an audience of 200,000 right there. In practice, we're mostly concerned with the 10,000 people in our Apparatus Sales organization, keeping them up on product and market developments, new sales channels and techniques, Division goals and results, etc. To make this interchange of information more efficient, the visual media are called into play: conferences, staged to give out the most information in the least time; or packaged programs for use in our sales districts.

Q. How are you able to handle this big volume of visual-aids business? You'd better start at the beginning.

A. We were making exhibits and displays back in the potted-palm-and-drape era, before the turn of this century. And we set up our motion picture unit to make some of the first industrial movies in 1912. Those oldies still get quite a play, by the way, as historic pieces. Staged presentations in the musical comedy fashion were undertaken by our script boys in the 'twenties, for customer and employee conferences. So we've been in the visual aids business a long time.

But the big spurt—in volume and in sales integration—came at the end of World War II. That's when the present Visual Education Unit was organized from a number of disparate units.

Q. Could you give us a quick picture of your present organization, and what it does?

A. The Visual Education Unit is divided into four components: Exhibit Unit, Film Production Unit, Staging Unit, and Program Unit. This seems to be our most efficient way of grouping like-work and maintaining firm budget and cost control.

Q. Can you tell us about the Exhibit Unit?

A. The Exhibit Unit creates and operates our exhibits at about 40 national trade shows a year. It also maintains a warehouse of traveling exhibits and displays which are available for use in locally sponsored exhibits which our local sales offices decide to enter—about 70 a year. The Exhibit Unit also will oversee the planning and production of traveling exhibit trailers, sample and model kits, dealer display areas, display stands, stage props, etc.

Q. Do you produce all these yourselves?

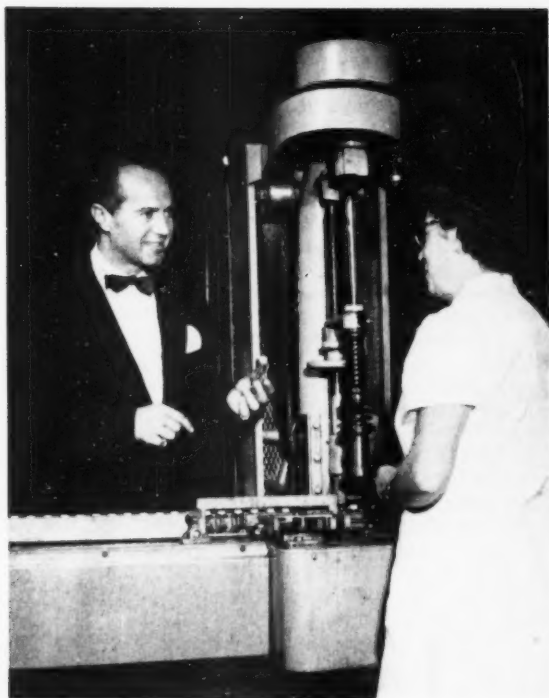
A. Our Model Shop handles the base load, and adapts previously built displays for re-use at other shows. But we utilize outside exhibit firms for peak loads and for exceptionally large exhibits. It's all a kind of jigsaw puzzle, planning standardized exhibits and backgrounds for maximum re-use, to get maximum return on our investment in exhibit materials. Doing it on this basis, for our many product Departments, gives them big savings, and assures unified design, unified G-E impact, and a
(Continued on page 146)

They're in the News

BY HARRY WOODWARD

MEET MR. PLYWOOD . . . 32 years ago a lad named S. W. "Tony" Antoville took a vacation-time job with United States Plywood. Recently that summer office boy—who in these ensuing years won a reputation as plywood's number one salesman—was elected his company's president. Tony Antoville never expected to make plywood his career when, between semesters at Columbia University, he took that first job. But he's never worked for anyone else and he says that's primarily because the company gave him a sales berth. Soon he was searching out business in New England: He found so much that the company gave him increasingly important tasks—to open a Boston branch, to be first manager of the Flexwood Division. Almost 10 years ago he was called back to N.Y., made director of sales. He helped carry out the company's enormous expansion of production and distribution which placed the company at the top of the industry. Since 1944 U.S. Plywood has seen its sales—under Tony's direction—leap from \$20-million to \$116-million a year. He says his first hobby is selling plywood: After that come art, golf, bridge—and cigars.





EVERY LITTLE GIRL A SIREN . . . As late as 10 years ago children's toiletries were almost unheard of. Today the Pigtail Set goes for permanents, perfume, the works. And in New Rochelle, N.Y., the firm of Helene Pessl, Inc., pioneers in the field, has just opened its new \$300,000 plant. The company, which manufactures Little Lady and Little Deb toiletries is busily filling unprecedented Christmas orders under the direction of Arnold Perlman, its president. This man in a little girl's world is a Roumanian architect who came to the U.S. in '40. During a period of unemployment he designed a lipstick container for a cosmetic company. This brought him into the Pessl—then adult cosmetics—operations. Little girls are the same everywhere. Perlman had always watched with amusement little girls sampling mommy's makeup. Out of a belief that mommys would be glad to buy their daughters products which made the clean-up process fun, Perlman put Pessl into children's toiletries. Today 5,000 stores carry the line: Of all children's toiletries sold in these stores 85% are the Little Lady products. Recently Perlman made his first bid for the little boy market! He introduced "Young Lad Hair Trainer."

TILLIE GETS CITED . . . any reader of SM knows that dieting is big business. And no one knows better *what* a business than a slight, bright gal named Tillie Lewis. Brooklyn-born Tillie wasn't content with being one of the country's leading canners: She's built up a healthy extra business (in addition to canning a mere \$14 million-worth of fruits and vegetables every year). The something-extra is Tasti-Diet Foods, designed to help 30 million overweight Americans eat their sweets and keep their waistlines at the same time. For this Alan L. Radcliff—in behalf of Merchandising Executives Club of New York—here presents her with a citation . . . Tillie was only 15 when she married a wholesale grocer. One day he brought her home a can of Italian pomodoro tomatoes. Tillie was mad for them, wanted to grow 'em but found that the U.S. doesn't have the proper climate. Five years later, divorced, Tillie went to night school, learned business methods, then went to Italy to learn all about tomatoes. When she came home she found a place where her pomodoroos would grow. And then she talked the California farmers into growing her tomatoes. That was the beginning of her canneries. Now Tillie is one of the Big Five in canners and her diet line of foods is selling like—pomodoroos.



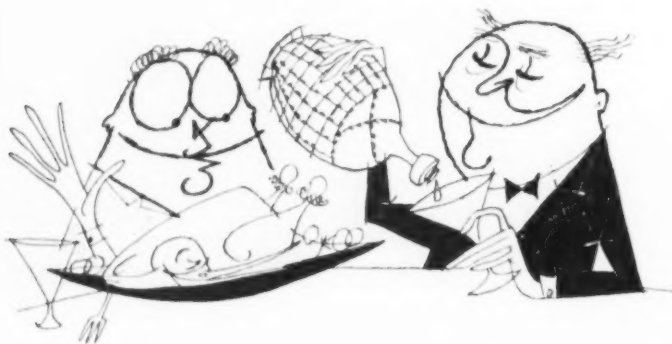
On the Road to a Crack-up?



Your wife is convinced your job is ruining your health.



The president of your company agrees with your wife, and he's more hardheaded about it.



It's a sales executive's business to play the elegant host.

Sales executives logged an average of over 30,000 miles last year while eating and drinking up thousands of dollars in the course of their employment. Unlike the sales figures, this punishment of the human frame climbs inevitably with every year. Air travel encourages more trips and tighter schedules. The chances are that you will be covering even more ground and putting away even more rich food and drink in 1954.

If you're an average sales executive, your wife is worried. She's convinced that your job is ruining your health. Her concern is so flattering, that you don't tell her (a) that you get a big kick out of it all, and (b) that you got to the top because you are physically indestructible.

The president of your company is as concerned about your health as your wife, and he's more hardheaded about it. Increasingly, he is not only urging you to go to the doctor before you crack up, but he's footing the bill for the trip. The Life Extension Examiners, largest and oldest organization devoted exclusively to periodic health examinations, report that company-paid checkups have become its major service since the war. It examines the key personnel of more than 300 companies. Dr. Harry J. Johnson, LEE's medical director, says that health examinations should be voluntary and that the reports should be confidential. Companies willingly pay \$30 to \$125 a man per year, and hope that their executives will take the doctor's advice.

Dr. Johnson's experience is that sales managers correctly assume that their physical condition is better than that of the general run of men their age. In the population of middle-age men, high blood pressure and heart disease are the most frequent disorders encountered. But listen to

what the doctor says about all of us:

"A health examination which uncovers cancer, diabetes, or another of the more serious diseases early enough to control them can be dramatic. My impression after reviewing many of the two million medical checkups made during the past 40 years is that our major contribution has been in convincing thousands of examinees to correct relatively minor but potentially dangerous conditions which may become serious and to modify their habits of living. The advice we give most frequently is: Cut down on the calories since overweight can well be considered today's plague.

Sales executives are especially exposed to this plague since they literally eat for a living, especially on the road. Everybody eats more when the company picks up the dinner check.

It is a sales executive's business to play the part of the elegant host. His guests—or his victims—can rest between onslaughts. The sales executive simply goes on to another convention, trade show, luncheon, or dinner where he must ply another set of prospects with more food and liquor than is good for them. All of us would be in worse shape, literally speaking, if it were not the fashion to head for the nearest "steak house."

What can a sales executive do? First, he can rid himself of the myth that he has to eat as much as his guests. So many people watch their waistlines these days, that it's understandable if you pass up a drink or a dessert. You may think at first that you're going to suffer starvation pangs. But there is good news. "Try eating a little less than you feel like eating," Dr. Johnson advises. "Soon your appetite will adjust to the new level of intake and you won't want as much food."

Don't attempt to skip meals when you are alone in order to make up for a banquet. Nutritionists have learned that three regular light meals are better for you and are still very adequate calorically. And don't bolt your food just because there's no one there. A light meal sent up to your hotel room so that you can eat after a relaxing shower is a welcome change.

Psychologists report that we habitually eat more than our bodies need for nourishment because we are bored or nervous or afraid. There is more truth than poetry to the story about the condemned man who ate a hearty breakfast. In order to pass up the easy solace of an extra piece of pie a la mode, a man has to keep himself on an even keel. This means a direct

attack on the tensions of travel.

A few hints for the road:

Sleeping: When you're tired, you're benefited by a meal under your belt. Fatigue is one of the reasons you pick up weight on trips. Early morning planes, late parties, strange beds, and the street noises outside hotel rooms, are familiar robbers of rest away from home. Most traveling men learn to endure them, just as newspaper reporters become deaf to the typewriters in the city room, but we have physiological evidence that noise actually fatigues the human body.

How may harmful effects of noises be lessened?

Ear plugs available at any drug store are small and handy insurance against noise. And in spite of the scare publicity about sleeping pills, Dr. Johnson believes that well-controlled sedation undertaken on the advice of a doctor is much less of a threat to your health than a succession of "white nights."

Clothing: Irregular hours mean that your muscles are tight as a drum for hours on end. If you can't get to a place where you can take off your clothes or your shoes, the least you can do is to see that they aren't adding unduly to the pressure. A man's neck size creeps up and he discovers suddenly for example, that size 15½ is fine for winter, but that it means strangulation in summer. The pinch in your shorts, the corn on your toe add to the discomforts of overweight. Cast behind you the false pride about traveling light: Experienced campers aren't ashamed to carry everything they need to make them comfortable. Changes of clothing are a godsend on the road.

Drinking: You probably know your own capacity by now. Some hold that hangover is the result of lack of sleep and—believe it or not—of guilt rather than a direct function of alcoholic intake. Practically speaking, it doesn't matter. Drink if you must and if you can, but ask yourself the next morning: Did the last two hours or the last two drinks contribute to company profits?

Peace of Mind: If you travel frequently, plan for it so that you don't get fouled up in the details. Many sales executives keep an extra set of toilet articles, drugs, and clothing in readiness for the "quick trip." Travel agencies will route you by telephone so that you don't have to stand in line at railroad stations. Air travel, hotel and automobile rental credit cards save you the trouble of check cashing. Hotel chains will take most

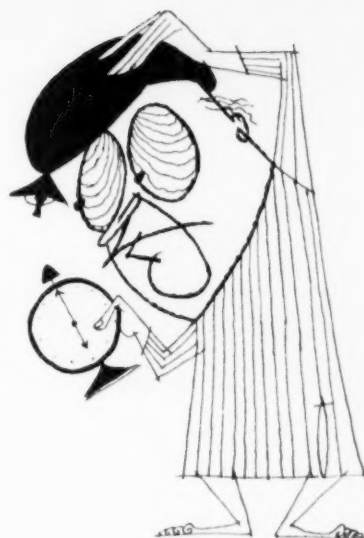
of the headache of getting a room for you off your hands if you let the house in your city wire ahead for you. Make friends with one hotel in each town you visit frequently and make your special requirements known to them. Hotel people build business by remembering that you like a hard mattress or a shower.

Relaxation: One of the hazards of travel is the tension produced by the unfamiliar. You probably find that you go back to the same cities again and again. It will pay you to dig in a little bit. One of the things you can do is to get your friends there to propose you for club membership.

A good club is an inadequate substitute for home, but it usually provides a somewhat warmer atmosphere than a hotel, and there is always the comfort of knowing that you are among people who will take an interest in you if you are ill. If you are a regular exerciser, locate a gymnasium where you can swim, work out, or find a partner for a game of squash.

Keeping your waistline down and your blood pressure normal will add years to your life. When you're tempted to overdo, think how lonely your wife will be when she's a widow. Think what will happen to sales when you're not there to watch them. And if neither of these prospects restrains you, think of the men who travel for you.

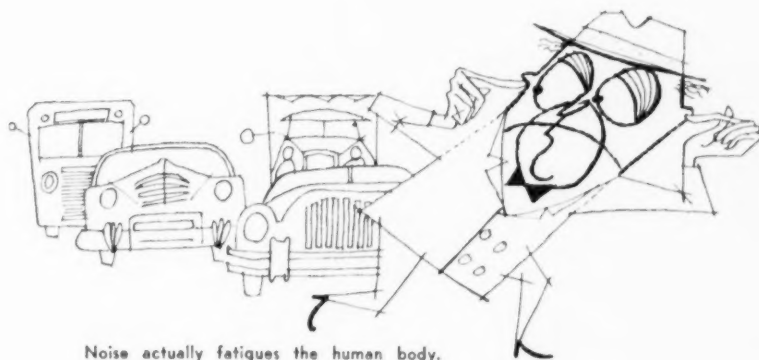
In the Armed Forces, general officers must pass periodic physical examinations in order to retain active status. The theory behind the rule is not that they must be in condition to lead a scouting party, but that they must set an example of good health for the men under them. As sales executives, you are a general commanding a force of soldiers who must face the hazards of travel too. Your men will fall into the habits you adopt. It's up to you to decide whether you want them copied.



Hangover is the result of lack of sleep.



A 15½ is fine for winter, but strangulation in summer.



Noise actually fatigues the human body.



Jan Dunlap Spells Out

12 Rules for Staging Profitable Store Demonstrations

BY ELSA GIDLOW

1. Choose high-caliber women as demonstrators:

It is more important to have women who have the right combination of basic qualities than to have experienced persons rigidly set in their ways. In our group the emphasis is placed on personality and sales aptitude. Warmth of manner is a fundamental requirement; hardness and brittleness should be avoided. Any demonstrator who represents the manufacturer at the point-of-purchase should have enough merchandising-mindedness and basic intelligence to evaluate and discuss that manufacturer's merchandising problems with the retail store manager, and at the same time understand and adjust to problems of the retailer.

The demonstrator has a triple obligation: not only to manufacturer and retailer, but to the consumer. Since most retail store demonstrating is done for women, it is important to look for a type of woman other women like. This cannot be overemphasized. Too often manufacturers fail to appreciate the elementary fact that successful selling can take place only in the appropriate emotional climate when it's on a person-to-person basis, as in demonstrating.

In our experience, given the qualities we require, we have often achieved better results with women inexperienced in demonstrating, whom we have trained and developed, than with those who are old hands at it but inflexible in approach and method.

We hire only married women for demonstrating. Since the majority of

those contacted in demonstration are married, this seems to be common-sense: Their interests are similar.

Here's how we select and rate demonstrator personnel:

Warm, friendly personality . . .	25%
Sales attitude	25
Inviting appearance	25
Cleanliness on the job	15
Dependability	10
Personal Character	10

Staff members must rate above 90 per cent to maintain their status.

2. Set up a budget that includes a reasonable sum in addition to salaries of demonstrators:

With the type of woman we have described, returns in sales and good will should be commensurate with the product training given. The concept that something in addition to the daily pay of the demonstrator and her uniform should be included in a demonstration program budget may be unfamiliar to many food processors. Traditionally, "demonstration" supervision has been supplied by manufacturer brokers without charge. Brokers who want to do a good job in the field agree that the system is often unsatisfactory. A demonstration program requires planning; product training and field supervision. A fund is required for this training—which the broker or regional representative can hardly be expected to supply.

The amount to be allocated depends on the scope of the merchandising job. It can be broken down as follows:

The wages of the demonstrators:

The top wage (in San Francisco where demonstrators are unionized) is \$16.80 a day plus uniforms, laundry, and transportation. That is multiplied by the number of demonstrators, and then the cost of product training, supervision, and analysis service (about \$40 a week for three to five two-day demonstrations per week) and \$80 for six to 10 two-day demonstrations per week are added. These figures are based on our own costs.

3. Recognize that planning and organization are essential:

Thousands of dollars are partially or wholly wasted in isolated demonstration efforts (a week-end here, a 50-mile jump and another weekend event there) little advance planning, no follow-up, different demonstrators in each new spot.

We have learned that an intensive program in an area gives greater returns and builds cumulative impact. We recommend no fewer than four demonstrations in an area and more, if feasible; then, a similarly concentrated program in the next area. Instead of isolated response, repetition results in people talking about the product and sales frequently continue to grow after demonstrations have ended. That's where follow-through comes in.

4. Work out an efficient control system:

You must have suitable forms for assignments, reports, analyses, follow-up. Many manufacturers have no forms of this type. They have no



JAN'S RULE NO. 7: "Dress your demonstrators with imagination, color, and good taste. Get away from the old standard white uniform." The demonstrators' costumes can be and should be a part of the "Promotion Package" . . . on this page, Jan's theory in action. Clockwise: Red & white pinatares tie in with color theme of Ha-

ganah Kosher meats . . . Foster's liquid coffee shows dark brown through its glass container which has bright yellow cap and label. Costume is rich coffee brown with bright yellow organdy apron and collar . . . What more appropriate to "Chuck Wagon Style Bacon" than a cow-girl outfit? . . . And for pineapple . . . a lei?



clear record of events, of sales results, of how their products are received, etc.

We use several simple forms: a store assignment form for each demonstrator; a demonstration analysis and sales report to be filled in by the demonstrator; a report card which goes to the store manager.

The assignment form is filled out with the date, demonstrator's name, name of account and product; demonstration dates, hours, place (store, address, directions for getting there), and demonstrator's retail contact; the costume to be worn and remarks or special instructions.

The demonstration analysis and sales report is planned to uncover information which will (1) enable the demonstrator to think constructively and creatively about her task as she notes information required; (2) provide clues for improvement in continuing demonstrations or for subsequent ones, and (3) furnish the facts and figures for manufacturers' records.

In addition to demonstration dates, product details, store name and address, it lists: location in store (demonstration site); size of display (by cases); traffic evaluation of the location (whether A, B, or C); weather; number of units to the case; customers' reasons for not buying. The demonstrator is asked: "What was your most effective sales point in this store?"

Answers to this question disclose information about the store, its customers, and whether the demonstrator is adapting her technique to customers in the most effective way.

There is a space on the form for inventory at the beginning and completion of the demonstration, data on samples used, and total sales; a section for expenses (demonstrator's salary, transportation, laundry allowance); demonstrator's name, address; the selling price of the article; the store manager's name; the number of customers contacted by the demonstrator.

Demonstrators complete this form for each demonstration of a product.

We stress adequate reports and record-keeping on demonstrations because the facts turned up provide background and guidance for follow-through. Why people do not buy is important to a firm's merchandising manager, to its advertising and production departments. Reactions vary in different sections. Knowledge of variations helps in planning radio advertising, for example, in different parts of a state—such as California where north and south have different tastes.

About Jan Dunlap

Observing that manufacturers wasted thousands of dollars on hit-and-miss demonstrating Jan Dunlap, an aggressive young woman with merchandising sense, promptly organized a service to give manufacturers creative, colorful, retail demonstration where and when they wanted it—in a "package." The field of her operation is limited mainly to food markets, chains and supers.

Confined in its first year to Northern California Miss Dunlap's one-year-old service expanded, in June, with a Los Angeles branch. There are 45 women demonstrators, including supervisors and a sales and training executive, in the rapidly growing San Francisco service.

Jan Dunlap intended to specialize as a food copy writer. To further her ambition she accepted a job as demonstrator, found the field so badly organized that she determined to improve it. Limited capital and manufacturer skepticism did not deter her. Jan's quiet drive and intuitive sales sense laid the foundation for her present business.

A marketing major at the University of California, she later took her Master's degree in merchandising at New York University. After some advertising work in New York City and San Francisco, she became editor of "Sunset Grocery News."

Young, single, with no home-making background, Jan Dunlap went into food demonstrating "to get the house wife's point of view." In a short time she became a manufacturer's field representative.

There is, she believes, a need for the development of meat merchandising, and she is eager to get a staff behind it. The expansion of super markets into a host of profitable non-food products opens up new demonstration fields.

In our organization reports of demonstrations have helped us to compile one of the most comprehensive records on retail food stores on the West Coast. Basic information such as store names, locations, ownership, personnel, and size are included. In addition there are data on size of traffic, type of customers, store managers, preferences in merchandising (what days and hours of demonstra-

tion they favor) etc. We have not been confronted with the problem of "chiseling" stores, but we have notations on them, too. We have references on chain store policies with respect to merchandising various products.

6. Fit demonstrations into the over-all sales pattern:

That is why specific training of demonstrators for each program is important. A demonstrator cannot demonstrate in a vacuum. For the period of the demonstration she is on the manufacturer's sales staff. In some respects she has a broader function than his salesmen—she represents the manufacturer to both the store manager and to the consumer.

Our own training program consists of four phases, two of which deal directly with the product to be demonstrated, and two of which are general training to be applied to all our work. Before store assignment the demonstrator is given samples of the product to try at home, plus verbal briefing on its sales points, point-of-purchase setup, competitive developments and merchandising aims. At the same time she is given a written recap of both sales points and instructions, followed by weekly briefings.

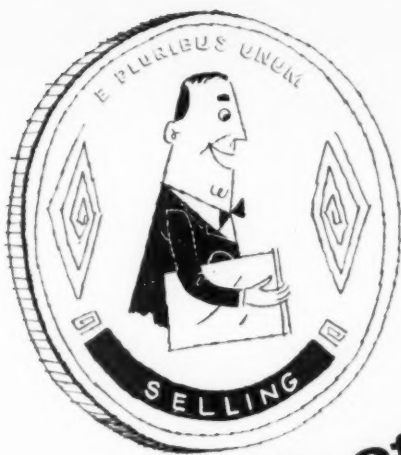
Once out in the market, she is visited by a sales representative. This representative visits each store in her assigned territory several times during a week-end program, provides guidance, instruction, and any aid which may be required. It is part of our training program to promote each demonstrator to the position of representative so that she may profit by seeing others work, and so that others may learn from her experience.

We have full-time local managers (one for San Francisco, one for Los Angeles) who make the rounds of demonstrations. In addition, we have a training supervisor, who dons whatever costume the demonstration and merchandising program calls for and works with each demonstrator for 30 to 45 minutes.

7. Dress up your demonstrator:

A colorful and appealing costume or uniform, preferably tying in with the product demonstrated, is an invaluable aid to effective merchandising. Traditionally, the food demonstrator wears a white uniform. We do not recommend this practice, and we refuse to handle any program which does not provide for a colorful and suitable costume.

The original idea behind the white uniform apparently was to suggest cleanliness and sanitation. We now take these qualities for granted, and



the other side of the selling penny



In the course of our work for clients we have learned a good deal about the *other* side of the selling penny.

The side most folks think of first is the SELLER'S side . . . with all its familiar problems of pricing, advertising, distributing, selling, servicing.

But the BUYER'S side of the penny is important, too. Here you see the *buyer's* problem of finding product information, studying, comparing, and finally selecting and talking to the two or three salesmen whose companies appear to have the product wanted, or to come closest to it.

These are the two sides of every penny spent to produce orders.

The point that intrigues us is that some manufacturers, who do a grand job on the *selling* side, ignore the few simple steps that speed sales by *helping buyers buy*. Steps like this:

One client, by seeing to it that all important prospects in one market have adequate information about his process handy at all times, can now offer three courses of action in every advertisement, instead of one; now has a new sales approach for his salesmen; now automatically helps old customers get more out of the equipment he has sold them!

There is a good chance that you, too, can put *both* sides of every selling penny to work, with telling results.

If you're interested, we'll be glad to tell you more about how other manufacturers do it.



The Schuyler Hopper Company

12 East 41st Street, New York 17, New York LExington 2-3135

"Ditch-Digging Advertising"® that Sells by Helping People Buy

® REG. U. S. PAT. OFF.



SELL HER YOUR PRODUCTS BEFORE SHE REACHES THE RETAILER

Use the medium the consumer turns to daily for buying ideas—the newspaper. In Fort Worth and the 100 county West Texas Trading area the leading newspaper is the Fort Worth Star-Telegram, because in Fort Worth, 9 out of every 10 families read the Daily and Sunday editions. In the 100 county West Texas Trading area, average family coverage is 43.9% Daily and 39.4% Sunday.*

*Audit Bureau of Circulation

THE CONSUMERS WITH THE ABILITY TO BUY!

POPULATION

Fort Worth (Metropolitan Area)	408,100
Trading Area	1,928,700

EFFECTIVE BUYING INCOME

Fort Worth (Metropolitan Area)	\$ 715,807,000
Trading Area	\$2,848,613,000

SALES PER FAMILY

Metropolitan Fort Worth ranks 1st in Texas
2nd nationally among metropolitan areas over
400,000 population.

1953 Sales Management Survey of Buying Power

THE FORT WORTH STAR-TELEGRAM REACHES MORE CONSUMERS IN TEXAS THAN ANY OTHER NEWSPAPER

Total Net Paid Star-Telegram Circulation

242,542

(Morning & Evening)

223,444

(Sunday)

Publisher's Statement to Audit Bureau of Circulation March 31, 1953

WRITE Amon Carter, Jr.,
National Advertising Director,
for complete market
and circulation analysis.

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Publisher
AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS

without the use of schemes, premiums or contests — "Just a Good Newspaper"

we require the demonstrator's costume or uniform to do something for the program. For example: Not long ago we demonstrated Foster's Liquid Coffee. The dark brown liquid shows through the glass container which has a bright yellow cap and label. Our demonstrators did their work for this product dressed in rich coffee-brown wash dresses with bright yellow organdy apron and yellow collar. Every customer was able immediately to associate the product with the demonstration. (See photo, page 31.)

We have learned that customers forget what was demonstrated by a white-uniformed demonstrator. The same customers, exposed to a demonstrator in a colorful costume which provides visual identification with the product, will remember the event and the product. We have also noted that the white-uniformed demonstrator is associated with high-persuading: Customers have been observed to sight one in a market and then to wheel their shopping-carts in another direction.

The costume serves to distinguish the demonstrator from other store personnel and from customers. The effect of the colorful uniform on the demonstrator herself is important: It puts her in the appropriate mood, makes her believe she is part of the firm, identifies her with the product. Our demonstrators are enthusiastic about each new program we put on instead of having a "just-another-demonstration" attitude and are eager to learn what the costume is going to be.

8. Provide incentive:

Prizes, cash, commissions—the bonus, whatever form it may take, need not be large to stimulate extra effort. We provide bonuses regularly for superior performance. It has worked so well that manufacturers in some instances match our own bonuses, or originate their own incentives.

9. Sustain demonstrators' interest and enthusiasm:

We believe that best results from a demonstration program are obtained if the same staff carries it through from start to completion. Thus, we assign a basic staff to a job, plus one or two alternates, either to fill in or to use in case of illness or emergency. To each girl we issue a weekly news bulletin, similar to the sales bulletins sales managers mail to field salesmen. The bulletin serves as a clearing house for sales and training information. Its subject matter is the product demonstrated. It gives the previous sales results by demonstrators on specific accounts, product news, and ad-

vices of competitive developments. Example: A manufacturer decided to match our sales bonus with a similar cash amount at the end of the month. We circulated the information among the girls who work on this account.

We study field reports on why people did not buy, provide "answers" for the following week's demonstration, and through the bulletins send "flashes" to the girls on the job.

Weekly bulletins have another function: They keep each demonstrator posted on her own, and her fellow-workers' sales results, week by week. Before we issued these figures we learned that our girls compared their achievements with those of other demonstrators in the field. Our standards and results are considerably higher; therefore, we prefer that our girls compare their results with the best performers in their own group.

10. Assign a suitable personality to the product to be demonstrated:

For example, the demonstration of Tekko, a non-fat dry milk solid put out by Golden State Co., was assigned to our more mature women because they do a better job where the approach is one of food values, nutrition, uses in recipes. Such a woman can more impressively cite her own baking experience. If the product to be demonstrated is something ready to use (candies, cookies) or quick-cooking (a pre-cooked rice), the biggest market would be among the younger married women and here we assign a young woman of the same age group and approach to housekeeping.

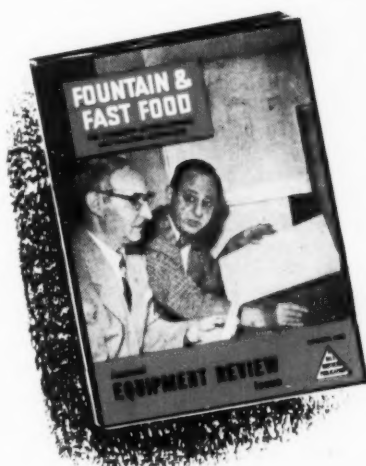
11. Take steps to retain the good will of the retailer:

For example: A store manager observed: "These manufacturers fall all over us when they want space for a demonstration. Maybe we go all out—give 'em a good show. Then the demonstration ends—and what happens? Nothing. A couple of weeks go by. The guys never come back. No word of thanks or anything else. They get what they want, then drop you flat."

We don't leave follow-through up to the manufacturer. We have a colorful little "Thank You" card which is addressed to the manager and mailed shortly after the demonstration in his store. It says: "To let you know . . . that the X Manufacturer's demonstration on (date) in your store sold X cases of (product), and we contacted approximately 2,200 customers. Thank you very much for your time and space."

In addition to the friendly relationship this promotes, there are other

★ A 25% Increase in Circulation



50,000

GUARANTEED

WITH THE

JANUARY • 1954

ISSUE

★ Advertisers Will
Receive This
Additional Circulation
As a Bonus Thru
The March 1954 Issue
On Contracts Received
By the End of This Year.

Beginning in January 1954 rates will be increased 12½%.

10% LOWER ADVERTISING COST

Even with the rate increase this means a lower cost per thousand circulation in an increasingly lucrative market. For example—the 12 time one page rate will be reduced from \$11.25 to \$10.10 per thousand — \$1.15 — or 10% less per thousand.

RESERVE SPACE NOW

for the January, February and March 1954 issues and receive 30,000 additional circulation at the present rates.



386 FOURTH AVE.
NEW YORK 16, N. Y.



...an expanding magazine to
serve and sell an expanding market.

MORE COVERAGE IN A GROWING INDUSTRY

The Restaurant Industry is the nation's fourth largest business and GROWING! It now consumes 25% of all the foodstuffs produced in America.

"I have found most restaurant operators throughout this country keenly aware of the great fields before us. It has been predicted that our business, which in 1950 was the staggering sum of 13 billion dollars, would double in the next ten years. Fantastic as it may seem, our business has quadrupled since 1930, and most astounding is the fact that the latest figures show that in 1951 our business increased from thirteen to fifteen billion dollars, the unbelievable sum of 2 billion dollars, in one year. It is possible that today this figure may be 16 billion dollars. No other industry in our country can show such an increase."

From a keynote address delivered by J. Fred Vollmer, president, National Restaurant Association, at the 34th Annual National Restaurant Convention and Exposition, Navy Pier, Chicago, May, 1953.

COVERAGE WHERE IT COUNTS IN ANOTHER FAST FOOD OUTLET

GROWING with the industry is the industrial restaurant. It has become an important part of the commercial feeding market. In this outlet food sales are placed at 463 million dollars annually according to a National Restaurant Association estimate.

The majority of the 10,000 increased circulation will be in the industrial restaurant market and will also include the industrial caterer.

The balance will be in other larger fast food operations with particular reference to increased drive-in coverage.



**SELL MORE IN THE
SOUTH'S
No. 1 State!**

*You Hook a
BIG Market
With—*



**FOOD
SALES**

for

WINSTON-SALEM'S

WSJS

**15-COUNTY
MARKET**

\$135,563,000*

*Sales Management,
1953 Survey of Buying Power

Recent official Hooper Ratings show WSJS, the Journal-Sentinel Station, **FIRST** in the morning—**FIRST** in the afternoon—**FIRST** in the evening! For the finest in AM-FM coverage, it's WSJS in Winston-Salem.

Represented by: **HEADLEY-REED CO.**

advantages. Reports to the retailer help him to evaluate his business potential. A chain store organization, at the end of a year, can compile from these cards traffic counts for various locations in which demonstrations have been held.

In addition to the "Thank-You" report, we plan a mailing to retailers in advance of the demonstration. This is particularly advisable in the case of large chain organizations, whose managers at individual stores often may be informed from one to two months in advance of a forthcoming demonstration program, and may forget it in the interval. Our card will say, "See you soon, and we're looking forward to the X demonstration scheduled for (dates time.)"

12. Know what the demonstration as a whole has accomplished and keep a permanent record:

The over-all picture can be drawn from reports of demonstration activities in individual stores. In our organization, for each product demonstrated, we render a summary and analysis of the entire program, including total sales results, customer reaction, grocer reaction, and merchandising recommendations brought to light by the demonstrations.

A manufacturer may base future promotional plans on this summary and analysis, maintained in the sales office records. It provides him with a permanent record of merchandising progress and accomplishment.

Sales Manager's Bird Cage



EXPLOSIVE ENRICO . . . The Fighting Cock

Flies into a rage when someone challenges his word, his company or his product. It took only one indignant outburst per customer to ruin a potentially good territory.

© 1953 William G. Damroth & Co.

The "5th Dimension"

BOOSTS SALES RESULTS FROM ADVERTISING BUDGETS IN
DELAWARE VALLEY, U.S.A.
THE GREATER PHILADELPHIA MARKET



1

POPULATION

Philadelphia area, over
4,500,000 persons



2

RETAIL SALES

Philadelphia area, over
4 billion dollars yearly



3

MANUFACTURING

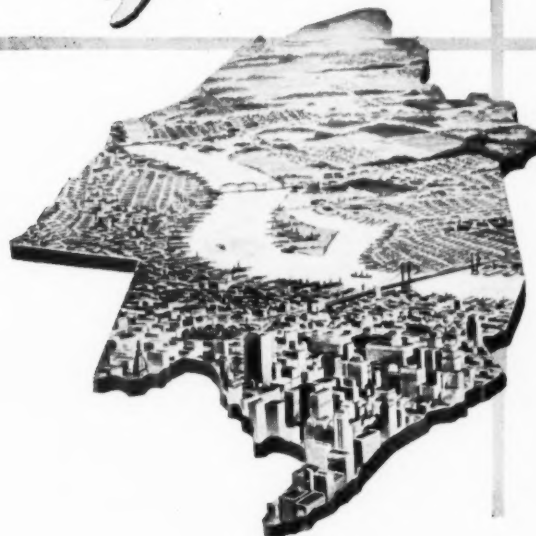
Delaware Valley is
World's Greatest In-
dustrial Area



4

STABILITY

Diversified industry
means steady employ-
ment, fewer fluctuations
in labor force... always
a sure market



5

THE GROWTH FACTOR

Capacity and potential for
dynamic expansion

Talk about the first four dimensions and Delaware Valley's market potential speaks for itself. *Today*, industry chooses the Valley for \$3 billion worth of expansion. 1¼ million families spend newly-boosted incomes. Add the vital "5th Dimension"—the growth factor—for a *future* market where advertising buys *more* sales for less. As Delaware Valley's prime force, THE PHILADELPHIA INQUIRER makes the most of advertising budgets for more sales-seeking advertisers month after month.

The Philadelphia Inquirer

The Voice of Delaware Valley, U.S.A.



Exclusive Advertising Representatives: **ROBERT T. DEVLIN, JR.**, 342 Madison Ave., N.Y.C., Murray Hill 2-5838; **EDWARD J. LYNCH**, 20 N. Wacker Drive, Chicago, Andover 3-6270; **GEORGE S. DIX**, Penobscot Bldg., Detroit, Woodward 5-7260. West Coast Representatives: **FITZPATRICK & CHAMBERLIN**, 155 Montgomery Street, San Francisco, Garfield 1-7946 • 1127 Wilshire Boulevard, Los Angeles, Michigan 0259

The Mister You Missed



May Cost You The Sale

The fact that your salesman has called upon, and "sold," Mr. Smith, Mr. Green and Mr. Brown is no guarantee that he'll get the order . . . for he may have missed Mr. Jones.

The point is that your salesman can't always reach *all* the men who may have an influence in the purchase of your product.

Today, selling is tough . . . plants are bigger . . . buying influences are more numerous and harder to contact. But it's also true that as industry grows and competition becomes more intense, business men realize that they must find ways to speed production and cut costs. And in their search for ideas, products and services to fill their needs, these executives are influenced by what they read in the editorial and advertising pages of their business publications.

Business Publication Advertising has become as essential to selling as modern machines are to production. Because it multiplies individual effort we call it "Mechanized Selling." It is a high speed, low cost method of locating, contacting and conditioning prospects. It enables your salesman to concentrate his skill on the important job of getting the order.

For more information about how Business Publication Advertising can build sales and cut selling costs, ask your McGraw-Hill man for a copy of our 20-page booklet, "Mechanizing Your Sales with Business Paper Advertising."



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HEADQUARTERS FOR BUSINESS INFORMATION

SEPTEMBER 15, 1953

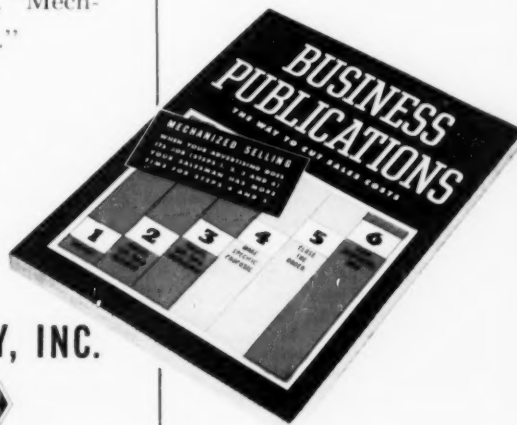
NEW MECHANIZED SELLING FILM NOW AVAILABLE

We have just produced a 35mm. sound-slide film entitled, "Plateau of Progress." This film presents the application of mechanization to selling . . . shows the job that advertising can do in the kind of economy we're living in today.



The film fits ideally into conferences, sales meetings, sales training courses, advertising presentations and other gatherings where business promotion is the theme.

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Wanted: More Creative Selling For Products Sold to Industry

III. Finding the Men Who Can Influence the Sale*

More than one man usually influences the purchase of most industrial products. Sometimes a dozen or more "have a say." If selling is to be effective, you must find a way to identify all of them and define each man's interest.

BY ALAN E. TURNER • Late President, Amercoat Corp.
In collaboration with A. R. Hahn, Managing Editor

Now that we have examined our product or service to find out *what* we have to sell**, let's look more closely at this "gap" that always exists between salesman and buyer. The well-constructed sales presentation—however many steps it may entail—is the means for closing that gap . . . the means for getting salesman and buyer together on a transaction that is mutually satisfactory and profitable.

There is an old legal phrase which says, as applied to contracts, "there must be a meeting of minds." It applies equally to a sale. Unless and until there is a meeting of minds, the sale cannot be completed.

Initially, as between prospect and salesman, there is no meeting of minds. There is a "gap." It exists because of self-interest on the part of both people. The salesman, fundamentally, wants to get an order and develop his present customers into bigger volume users of his product or his service. The buyer wants to be assured of a predetermined result, one that will adequately fulfill his wants and needs *as he sees them*, before he is willing to consider purchasing.

*This is the third of a group of five articles. The first, with the sub-title "Better Selling Begins with Top Management," appeared in SALES MANAGEMENT for August 1; the second, with the sub-title "How to Classify and Evaluate What You Have to Sell," appeared in the September 1 issue.

**See the second in this group of articles, referred to in the above footnote.

The unsophisticated salesman quite often chooses to ignore this fundamental difference, and puts his effort behind obvious order-seeking, with the result that the two points of view—that of the salesman, that of the buyer—run parallel like a pair of railroad tracks and never get together. The wise and successful salesman realizes that he must bridge this gap and subordinate his selfish desires until he can prove it is to the buyer's interest to give him an order.

To successfully bridge this gap between the salesman's interest and the buyer's interest, we must:

1. Have a clear idea of what we want to establish in the prospect's mind and what we want him to do.
2. Determine the extent of the gap—how far we are apart initially.
3. Present our sales story in such a way as to bridge the gap completely and produce favorable action.

The wider and deeper the gap between buyer and salesman at the outset, the harder will be the task of the sales engineer. It is important, therefore, to know the factors which cause the gap, and how to measure the extent to which they are present in each particular situation . . . in other words, to pre-determine wherever possible, *how big a task we face*.

There are general and specific factors which determine the dimensions of the task. The general factors are primarily basic characteristics of all human beings and are found in all individuals. Motives today are no different from what they were a hun-

dred years ago, but the outward expression of these motives changes in keeping with the times.

A genuine interest in and liking for people by the salesman which encourages him to study people and their behavior will, of course, gradually deepen his understanding of human nature. People will continue to act like people, which means they will continue to have strong emotional reactions which influence their behavior as prospects. But emotional reactions, generally, are much more important in the business of selling impulse merchandise than in selling industrial goods and services. Nevertheless, they are a factor even here, and that's why the wise sales manager will encourage his sales engineers to do some reading about psychology in the area of how to get along with fellow human beings.

More important in the sale of industrial goods and services are five other specific factors which influence each individual selling problem.

1. "Group" Influence on Buying Decisions: The typical decision to buy industrial materials, equipment or services is not a one-man decision. It isn't at all uncommon for industrial salesmen to find it necessary to call on eight to 12 or more men in the same plant in order to build a sale.

There are usually three groups present in plant operation and maintenance activities. They are:

- a. The men who make the major buying decisions. The level of authority will vary with the type of business.
- b. The subordinates or intermediary men who must also be "sold."
- c. Others in the prospect's organization who must approve, or whose sympathy and cooperation must be gained if the product is to succeed in its application, or who may in other ways influence the sale.

In addition to the in-plant group that may be involved in any purchase, there may be—if the product figures in new construction, for instance—a consulting engineer, a project engineer, a general contractor, a sub-contractor, an architect, perhaps still others.

Prospect Analysis Chart — Industrial Plants in Operation

This chart shows how Amercoat Corp. isolated the group of men who may exert buying influence on the corrosion control plan they sell. Correlated paragraphs summarize each man's job influence, his knowledge and interest in corrosion control, his knowledge and interest in control methods, and

his buying habits. The same technique can be used by any company that sells to the industrial market, working, of course, with its own key men. For complete explanation, see text of accompanying article.

Key Men	Contributor Factor Rating	Job Influence	Knowledge and Interest in Corrosion Control	Knowledge and Interest in Control Methods	Buying Habits
General Manager	"A"	Primarily interested in results. Likely to leave details to others.	Limited knowledge. May have active interest in obtaining better results.	Little knowledge. Interest likely to be in anticipated results only.	May make final decision. Likely to leave details to others.
Manufacturing Director	"A" or "B"	Primarily interested in results. Likely to be important factor in obtaining action.	Knowledge likely to depend on size and nature of the company. Should have active interest if aware of own hazards.	Knowledge probably limited. Should have active interest in best methods.	May have authority to place or initiate order. Important factor in any case.
Plant Manager or Superintendent	"A", "B" or "C"	Degree of importance depends on size of company and operating practice.	If operating in place of "Manufacturing Director," likely to have above degree of knowledge and interest in both subjects. Otherwise, may be figure-head. His good will, however, is important.		Unlikely to have authority to buy. Recommendation or requisition may be important.
Maintenance or Corrosion Engineer	"B"	Important factor in companies where charged with responsibility for maintenance costs.	Likely to have both interest and knowledge particularly if operating as "Corrosion Engineer"	Should have active interest and some knowledge. May be prejudiced regarding some methods of control.	Unlikely to have authority to place or initiate order, but recommendation important.
Purchasing Agent	"C"	Negative rather than positive, but in many companies must be seen first.	Limited, if any.	Limited, if any.	Close buyers, but largely influenced by other department heads and by top management.
Research Department	"B"	Negative as regards operating costs. Positive as applied to products and testing.	Knowledge and interest may be purely "scientific," rather than from dollars and cents viewpoint.	Knowledge and interest likely to be "scientific" and possibly prejudiced.	Usually have no authority to place or initiate orders. Tests likely to be important.
Plant Engineer	"B" or "C"	Degree of importance depends on size of company and operating practice.	If operating in place of "Maintenance" or "Corrosion Engineer," likely to have most of his knowledge and interest in both subjects. Otherwise, important only from standpoint of good will.		May have authority to "requisition"; otherwise recommendation may carry some weight.
Paint Foreman	"C"	Usually follows "line of least resistance." Interest and pride need to be stimulated, especially if new method involves extra effort.	Neither knowledge, nor interest except in rare cases.	Except in rare cases, no knowledge beyond methods now using and no active interest except in easier ways to do the job.	Usually have no authority to place or initiate orders. Good will and willingness to handle products properly, is important.

Key to "Contributor Factor Rating":

"A": The men who must make the final buying decision and who have the authority to authorize the expenditure.

"B": The advisory, intermediate or subordinate men who must also

be sold, otherwise the "A" men are likely to withhold approval.

"C": Other men who may influence the buying decision. As a rule, these men have no authority but can block the sale by direct opposition or a negative attitude.

Looking for information on markets for...

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- ☐ Flexible Couplings
- ☐ Die Castings
- ☐ Plastics
- ☐ Powder Metals
- ☐ Nonferrous Metals
- ☐ Packings, Oil Seals, Hose
- ☐ Mechanical Tubing
- ☐ Rubber Metal Parts
- ☐ Fasteners
- ☐ Gasket Materials
- ☐ Engineering Dept. Equipment

(indicate your product interest)

Studies which we have made on the markets for these products are especially interesting to sales managers. Some show where these products are used. Some show the percentage of plants where increased use is expected. For instance, in the die castings study, 23% of firms interviewed were represented as "could be" users of die castings. In **POWDER METALS**, 32% of users anticipated greater use and 19% of non-users expected to use them in the near future. In **PLASTICS**, 20% non-users indicated they plan to use plastics in near future. 41% of present users expected to use greater quantities.

Ask to see any one of these studies, or tell us your particular problem if you sell to the original equipment market. There may be other studies in our files that will answer your market questions.

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MACHINE DESIGN

2. Job Influence: This is an important influence in industrial selling. The general manager of a business, for example, is not on the same level socially, financially, or in his daily activities, with the plant superintendent or the maintenance foreman. They have different primary interests and are interested in different results. If we are to be successful in dealing with men on various levels, we must know how to "shift our gears" in adapting our sales story to each man's interests.

The nature of a man's position, too, influences his viewpoint on expenditures. He might look at price alone... or he might look at price in relation to results. If he's a single-minded "price" man, and the product offered to him is not the cheapest in the market, then the "gap" may be a bottomless pit. Fortunately, there are many other kinds of prospects who can be sold through convincing justification of investment.

A word of warning: A man's formal title is not necessarily a wholly valid guide to his buying influence. In many companies actual operating procedures take place along an informal line of command—not necessarily strictly according to the organizational chart. Salesmen must develop skill, therefore, at sizing up a man's probable degree of buying influence regardless of his title.

3. Buyers' Attitude: Whether they realize it or not, most buyers have a pretty firmly fixed attitude toward new potential suppliers and toward ideas or processes which are "new" as applied to their particular businesses. Remember, they must say "no" much more often than they can afford to say "yes," even when they have the authority to make a commitment.

This means it's important for the industrial salesman to know and understand buyer attitudes on the particular problem-area in which the salesman may be working. Let's take the corrosion problem as an example. Does the prospect recognize the importance of the problem, the extent to which it's causing waste, the direct losses that arise from it, the indirect losses that come about through plant shut-down and loss of production? If so, a salesman who sells a corrosion-control process can get down to specific cases immediately. Otherwise, the "gap" between salesman and prospect is even wider than might have been first assumed, and the salesman must start with a job of education.

The salesman must understand the buyer's attitude toward the company and the salesman himself. Does the buyer know the salesman and the

company? Favorably? If he does, the "gap" is narrowed. If he doesn't, the "gap" is widened.

The salesman must understand the buyer's attitude toward products or methods or techniques in use at present. Is he satisfied? Is he committed to the present supplier by long-term relationship, friendship, or reciprocity? If so, the wider "gap." If, on the other hand, his attitude is one of indifference or open dissatisfaction, then the selling job is easier.

The salesman must understand, finally, the buyer's attitude toward effort involved in change. Many men are dominated by inertia. They will give lip service to new ideas, to new and more efficient methods, but it takes heaven and earth to move them to action. The degree to which this trait is present determines the width of the "gap."

4. Buyer's Knowledge: The salesman must discover, as soon as possible, the extent of the buyer's knowledge:

a. As to his company's problem in the area where the salesman seeks to render a service. If the buyer thinks no problem exists, a wider "gap." If he is aware of problems, considers them important, a narrower one.

b. As to specific technical knowledge bearing on application of the product or service the salesman is presenting. Here the self-styled "expert" is a tough one to handle.

c. As to the specific product or service the salesman is offering: Does he have knowledge? Favorable or unfavorable?

5. Buying Habits: In some companies, key men have the authority to buy, that is, to *issue orders*. In other companies they requisition their requirements through the purchasing department. In such instances the purchasing department may be acting largely in a clerical capacity. In other companies the head of purchasing exercises a strong influence and may prove to be a serious "price-minded" stumbling block. The extent of each man's buying authority will also depend to a large degree on his particular job. He may make the final decision, but leave the details to others. He may not be able to *buy*, but his recommendation may carry great weight. Or, he may have little influence either to buy or to recommend.

If you sell industrial products, therefore, it is likely that you are confronted with a group selling problem. At Amercoat we developed a simple graphic device which proved immeasurably helpful to us in con-

solidating information about the men who influence sales of our corrosion service, in terms of the factors discussed above.

It is a simple cross-bar chart and it is done in two versions: one is for industrial plants in operation. The other is for companies that are prospects for Amercoat because they are involved in new industrial construction. The first of these two charts is reproduced on page 41.

These charts, of course, have been set up to meet the specific needs of a specific product sold by a specific company. Any company confronted with the group selling problem can construct a similar chart which lists, by function, the various individuals who have a hand in purchasing the company's products. The remaining information can be filled in by drawing on experience, and by thoughtful group discussion among your best home office and field sales personnel. It is immeasurably useful in forcing you to think this problem through, in getting better-balanced effort from the men in the field, in training new men, in checkups on lost sales.

A Guide—Not a Formula

In using our own chart we emphasize to our field men that they will not find all of the men listed on the chart in every company on which they call; nor will the duties and attitudes always be exactly as we have listed them. A great deal depends on the size of the company, the manner in which it is operated and the degree to which it is modern in its policies and thinking. Therefore, the charts are presented as a guide, but it is up to the man in the field to do two things: First, to evaluate or size up each situation in advance, particularly with reference to the man who should be called on first. We believe there is one key man in every company who is the logical starting place for a sale. He will seldom be found in the "A" group on the chart. Men in the "C" group rarely are of value in initiating a program of the kind we want to sell. Therefore, the key man we seek is likely to be found in the "B" group.

Second, to present his sales story to fit the needs, interests and peculiarities of each individual buyer.

We believe that each man's individual success depends largely on how expert he becomes in these two respects.

(The fourth in this group of articles will appear in the next issue of Sales Management.)

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Right: Mr. Henry Sternberg, Vice President and Sales Mgr., S. E. Hyman Company

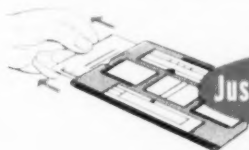


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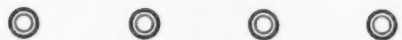
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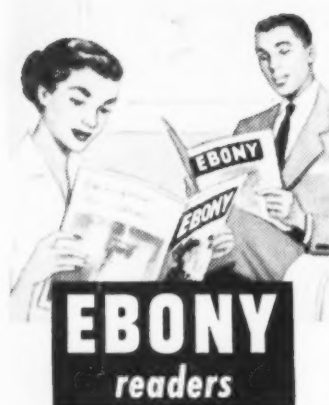
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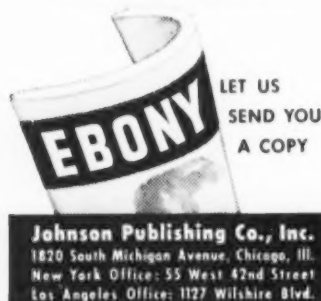


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The Michigan Markets: Data file on the Michigan markets served by the eight Booth Michigan Newspapers—*Grand Rapids Press*, *Flint Journal*, *Saginaw News*, *Kalamazoo Gazette*, *Jackson Citizen Patriot*, *Bay City Times*, *Muskegon Chronicle*, *Ann Arbor News*. Data on this \$5 billion market cover: population, households, home owners, electric and gas meters, telephones, incomes (total spendable), city and retail trading zones, wholesale and retail outlets. Write to A. H. Kuch, Eastern Representative, The Booth Michigan Newspapers, Inc., 110 E. 42nd St., New York, N.Y. or to The John E. Lutz Co., Western Representative, Tribune Tower, Chicago 11, Ill.

Appliance Retailing Conditions: A report of retailer confidence in sales prospects for 1953, issued by *McCall's* magazine. According to the information compiled, many manufacturers have departed from the pre-war practice of franchising one dealer for approximately every 1,000 families, and now have as many as two or three dealers in business areas of that size. Based on personal interviews with dealers and distributors in 300 cities and towns, the study indicates that many retail salesmen are deficient in product knowledge; it decries the use of stunts as sales stimulants instead of sound selling methods. Dealers look to home freezers and room conditioners to supply a substantial sales volume. Write to George Allen, Vice-President and Promotion Manager, *McCall's*, 230 Park Ave., New York 17, N. Y.

Successful Advertising Campaigns: Fifteen case histories of campaigns which have run in *The New York Times*, covering a wide range of products, services and sales objectives—financial, home furnishings, housing equipment, appliances, new distributors, franchised manufacturers, publications, real estate, soft

goods, wearing apparel. Among them: American Kitchens—a couponed ad which drew more than 900 coupons from consumers in four weeks; Serbin of Miami, women's dress manufacturer—in eight years sales were pushed from \$890,000 a year to over \$5 million; Mortin Brothers, Long Island builders, sold 1,224 homes in eight months—well over \$10 million in sales; American Bemberg more than doubled sales of "Bemberg Sheer" fabrics in 10 years, American women now buying over 12 million Bemberg dresses a year; Sleepy-Bye, baby's sleeping bag—two advertisements sold over 10,000 of them. Write to Irvin S. Taubin, Promotion Manager, *The New York Times*, Times Square, New York 18, N. Y.

The Buffalo Market: A report on New York State's second largest market, put out by *Buffalo Evening News*; population; number of workers in the steel, food, automobile, utility, petroleum-chemicals and aircraft industries; trade, commerce, building finance and transportation; shopping centers in the Buffalo area; number of wholesalers and their yearly sales and payrolls. In addition, there are complete figures on the *Buffalo Evening News* ABC circulation throughout the market. Write to E. D. Anderson, Advertising Manager, *Buffalo Evening News*, Buffalo 5, N. Y.

A "How To" Book of Sales Contests: Prepared by Worth Distributors, Inc., it lists 14 goals most sales contests go after; tells when to run a contest; how long it should be run; how to make it successful; how to plan a contest; what to analyze before writing the rules. There is a chapter each on types of prizes, costs and successful promotion. A check list covers 14 do's and don'ts in planning contests. Write to Hershel Krasnow, Worth Distributors, Inc., 8 W. 47th St., New York 36, N.Y.

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Afraid to Switch To Wholesalers?

The Miller Brothers' case history may help you make up your mind. You'll learn what happens to distribution, to volume, to profits, and discover dealer reaction to related items.

BY WALTER W. MILLER • Sales Manager
Miller Brothers Watch Strap Manufacturing Co.

In 1952, after three years of jobber distribution, Miller Brothers Watch Strap Manufacturing Co., Cincinnati, sold more than one million watch straps, with a jobber value of over \$400,000, to 25,000 retail jewelers across the country. Our annual report for last year disclosed a most satisfactory margin of profit.

In 1948, we had sold approximately 500,000 watch straps, with a resale value of about \$230,000, to 12,000 retail jewelers. This was a sizable volume of business at that time for our line, but our annual report for that year disclosed a total loss of \$22,000.

Our business had enjoyed a steady growth since its organization in 1939. During the firm's early years, I was the only salesman, and established

cordial relations with several hundred retail jewelers in Ohio and neighboring states.

Our Chic watch straps became a popular and profitable line, and it seemed logical to assume that an increased number of retailers, located farther from Cincinnati, would increase our profits proportionately.

After several years we discovered that the results were the opposite of what we had anticipated.

During this period following World War II, we employed 12 salesmen, who placed our watch straps in leading jewelry stores in every state. Sales zoomed but our profit margin dwindled steadily, until the 1948 loss figure forced a major change in selling policy.

A switch to jobber selling was the

obvious answer to our problem.

There are approximately 2,000 wholesale jewelry firms in the U.S. The majority have been in business many years, their credit rating is high, and their experienced salesmen call regularly several times yearly on all retail jewelers in their respective territories.

This latter circumstance is the key to situations such as ours.

The 12 salesmen we employed could not possibly call on each of the country's 28,000 retail jewelers, even once annually; their visits to established accounts were necessarily so infrequent that they were virtual strangers when they walked in the door.

The approximately 8,000 jewelry wholesaler salesmen, through long years of association, know the retailers on whom they call. The salesmen are business counselors, inform retailers about new trends and products, and their advice and suggestions are welcomed.

In this atmosphere of mutual trust and confidence, the introduction of new lines, or the more substantial stocking of established lines, are much more easily accomplished than is possible when the salesman is virtually a stranger, with a relatively minor line of merchandise, such as watch straps.

In switching to jobber selling, our objective was to line up key wholesale jewelers in every area of the country. Their salesmen, we believed, would open up many new retail outlets for our line while, at the same time, they would do a top selling job for us, which would be reflected in greater retailer interest—and sales. Obviously, the results have justified the switch to jobber selling.

We learned that the break-over from direct selling was not simple. It involved solving a number of problems, some or all of which probably are applicable to other lines of merchandise.

Wholesale jewelers carry stocks of several hundred different lines, in thousands of different sizes and patterns, and usually are not interested in taking on new lines, especially when these are not "big-money" items.

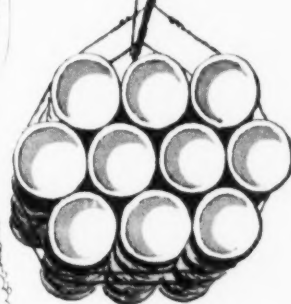
Even such a proved seller as Chic watch straps would not be interesting, because the comparatively low selling price meant equally modest profits. The retail price range of our straps is from 50 cents for our Little Ranger juvenile line to \$5 for our custom-made Chic straps, with the best sellers being in the \$1.50-\$1.75 range.

Another problem is that a diversified line of watch straps occupies a

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considerable amount of valuable space in salesman's sample cases—space which might be utilized more profitably with less bulky and higher-price lines.

Another factor we believed of almost equal importance was to "sell" retailers—many of whom had been our direct customers for a decade—on the idea of making future purchases of Chic watch straps through some wholesaler. This was a psychological angle and, to overcome it, we had to convince retailers the move would benefit them—both in service and in profits.

Policy by Letter

We attempted to do this by means of a letter mailed in July, 1949, to each of our 12,000 retail accounts. The letter read in part:

"After 10 years of successfully serving over 12,000 jewelers in the U.S., we have decided that a change in selling policy would be more advantageous to everyone concerned.

"Selling through wholesalers, and having them service your account, will mean that we are able to eliminate bookkeeping, distribution and sales costs; thus, we are able to lower the prices of many of our fast-selling numbers, which you had previously been purchasing from us direct.

"Under present-day marketing conditions, your jobber is a vital link of supply to you. With carefully controlled inventories, conservative buying and also the extension of credit terms, your wholesaler is important for successful present-day operations."

At the same time, we notified 2,000 wholesale jewelers of our new sales policy in the following letter:

"The enclosed letter has been sent to all our active accounts from coast to coast.

"After October 1, 1949, Chic watch straps will be distributed through authorized wholesale jewelers only. All mail orders, sent direct to us, will be made up and billed through respective jobbers in each area.

"So that you may service jewelers in your territory who have been featuring Chic watch straps for the past 10 years, we cordially invite you to become a distributor of Chic watch straps.

"If our representative has not contacted you as yet, kindly drop us a line and we will gladly send you samples and price lists by return mail, subject to your approval.

"Chic watch straps are America's fastest selling leather straps.

"Chic watch straps are sold by more than 12,000 jewelers.

"Chic watch straps offer the largest and the most complete line of better watch straps made.

"Custom made for the jeweler—Sold only by the jeweler."

Approximately 300 of the wholesalers immediately indicated their willingness to add Chic watch straps to their lines, and we considered this a very satisfactory initial response. It indicated that a considerable number of wholesalers believed our straps were being sold in sufficient volume to justify their taking on the line.

Three distinct methods were employed to convince other wholesalers that Chic watch straps would be a profitable line for them: a monthly sales folder; the clearing of all direct orders from retailers through a nearby wholesaler; direct personal solicitation.

Working with our advertising agency, Haehnle Advertising, Inc., the monthly folders, usually printed in two colors, list old and new items in our line, with both jobber and suggested selling prices and interesting, pertinent chitchat. A return, prepaid order card is enclosed.

Other media likewise have been used effectively. These have included page advertisements in leading jewelry magazines, together with news reports of our activities in these and other publications, and a monthly bulletin to all the country's retail jewelers. These bulletins effectively tie in with the personal selling job done by wholesaler salesmen.

Surprises in the Mail

Our correspondence indicated that numerous wholesalers were agreeably surprised to be handed retailers' orders, which continued to be received in our office for many months after the change-over. Our contacts with wholesalers revealed that many of them thought: Why should we stock and attempt to sell Chic watch straps when you're selling them direct to retailers?

Because the success of our new sales policy depended on lining up as many key wholesalers as possible in the shortest possible time, I spent several months calling on wholesalers in larger cities around the country.

I am convinced that one personal call is of more value than several letters, because it provides an opportunity for detailed presentation of the merchandise, along with detailed explanation of sales, shipping and promotional policies. It likewise provides the opportunity to answer questions, directly and in detail, some-

thing it is more difficult to do through correspondence.

The value of personal contacts is illustrated by this experience.

In a large southern city, where we had been unable to line up by correspondence the various wholesalers we wanted, I spent two days calling on retailers. Some of these had handled our line for several years, while others had never stocked Chic watch straps.

The result of this effort was several thousand dollars worth of orders. With these orders in my briefcase, I walked into the offices of wholesalers, and convinced them without difficulty that our line would be profitable to them. The orders I had accumulated were divided among them, and we were off to a happy and profitable business relationship for all concerned.

"We Could Charge Less . . ."

The sharp cut in selling costs resulting from the switch-over made it possible for us to price our line to give jobbers their regular markups, while making re-sale prices to retailers from 10 to 15% under what we had been forced to charge when selling them direct.

Any sales method has its peculiar problems, and one that immediately developed when we changed to jobber selling was the necessity for devising a method of watch strap display which would enable salesmen to show our line most effectively and would not occupy too much valuable space in their sample cases.

This had been no problem for our salesmen, because they had to carry one line only, and sample case space was adequate. But the opposite situation developed when wholesaler salesmen attempted to pack our straps in one of seven, eight, or even 10 telescopes of samples.

To solve this problem we developed sample cards, on each of which were mounted a series of three Chic watch straps, with the cards so designed that they could be telescoped to show three times as many straps in half the space.

Many of this country's larger wholesale jewelers issue annual catalogs, in which all their lines are described and illustrated, together with retailers' buying prices. Most of the pages in these bulky loose-leaf books are supplied by manufacturers, but watch straps were seldom included.

We realized that thousands of retail jewelers, especially those in locations distant from wholesale centers,

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use catalogs extensively in replenishing their stocks between salesmen's calls. If these retailers were to be in a position to maintain constant stocks of Chic watch straps, it would be necessary for us to provide a page for insertion in wholesaler catalogs. Thus, retailers would have available at any time the stock numbers and costs of all items in our line.

Because almost all types of merchandise can be shown more effectively in color than in black and white, we developed a four-color page, which has since been revised annually for insertion in the catalogs of wholesalers who handle Chic watch straps.

There is, of course, no method for determining sales results from such a page, but we are convinced that it has paid off, both in direct sales and in keeping the name of our line constantly before retailers.

Still another advantage of jobber selling, at least for us, is concerned with displays at national and regional jewelry conventions and shows. Because several hundred are held annually in jewelry centers across the country, it is obviously impossible for a small company to display our merchandise at other than the larger national conventions. The time and cost elements are prohibitive with respect to the smaller regional and state shows.

But even at these larger conventions, wholesalers can do a more comprehensive and effective job than would be possible were we attempting it independently.

This was most effectively demonstrated at the annual convention of the National Jewelers Association and National Jewelry Fair, held in late July in Chicago.

Jobbers Display

Several hundred manufacturers and prominent wholesalers maintained display booths during the five days of the show, and it is obvious that only a small number of the thousands of retail jewelers present had the time or physical capacity to inspect the merchandise in all of these displays. Thus, a single display of Chic watch straps would probably receive little more than passing attention from a comparatively few retail jewelers.

But there was little likelihood that many retailers failed to inspect our line, because it was on display in the booths of more than a dozen of the country's leading jobbers—an impact many times more effective than a single display by us could have been.

Another important aspect of this question of direct versus jobber selling

involves the problem of launching a new line, especially if it is in a highly-competitive field. With direct selling to retailers, present-day costs of distribution and promotion of new lines are virtually prohibitive, at least in the jewelry field.

Most retail jewelry stores have limited space and are over-crowded with nationally-advertised merchandise. When this is the case retailers have little interests in (or are even opposed to) stocking new lines.

"Experiments Taught Us . . ."

Certainly the small-product manufacturer, alone, faces sales resistance that is virtually impossible to break down—at least to the point of marketing his new line profitably.

Recognizing the limited sales possibilities for watch straps and the advisability of having related lines, we began their experimental manufacture two years ago. Some of these we learned were not profitable for us, because of excessive production costs, limited sales possibilities, etc.

Two items, however, offered sufficiently attractive profit possibilities to justify adding them to our watch strap line: men's billfolds and belts.

These items had previously been sold to some extent in retail jewelry stores, but had it not been for our distribution setup through wholesalers, we would not have undertaken the job of spotting these new items in a sufficient number of retail outlets to justify the effort.

But it proved to be no problem with our jobbers setup.

Informed of the new lines in mid-1952, our wholesalers immediately placed a sufficient volume of orders to keep our factory working overtime for several months, while we worked feverishly to train new workers to the exacting standards we maintain.

We like to think we had a good sales point in launching our two new items. Both were to be manufactured to the same high quality standards of our watch straps, and they were to be sold exclusively in retail jewelry stores. Thus they were, in a sense, non-competitive with similar merchandise sold in other retail outlets.

Both wholesalers and retailers recognized the advantages of this merchandising policy, and while it is yet too early for a comprehensive report, sales to date indicate that the launching of our two new items has been eminently successful.

Thanks to the wholesalers, one of every four leather watch straps sold today in this country's retail jewelry stores is a Chic.

Gifts his whole family will enjoy!

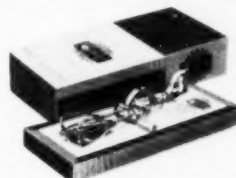
Handsome and useful gifts—not just for your customer or employee—but for his whole family... that describes the famous Dazey Line of Kitchen Helps. You can buy them singly or in special gift-packaged combinations of two, three, four and five items. Prices range from \$1.50, for the lowest-priced single item, to \$33.00 for the complete deluxe 5-item gift box. If you are not already familiar with Dazey Kitchen Helps, see them at your local gift, hardware, household appliance or department store. If your list runs long, write us direct, on your company letterhead, for catalog and quantity prices. DAZEY CORPORATION, ST. LOUIS 7, MISSOURI.



Dazey Deluxe Can Opener—Table Top Model 78C... Has all the features of the famous Dazey wall type can opener, including magnetic lid lifter. Opens round, square or oval cans. Height adjusts from short to tall 46-oz. juice cans. Red, Yellow, White... Retail price **\$7.95**. Same without magnetic lid lifter (Model 70) **\$6.95**. Wall Type Model 88C (White, Red or Yellow) **\$5.49**.



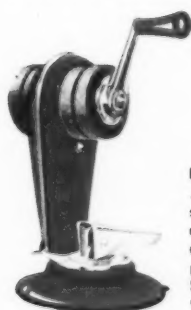
Dazey "Blend-R-Mix"—Model 810C... Blends, whips or mixes anything mixable. Adjustable handle permits either right or left hand use. Easy to operate! Easy to clean! Rust proof... Chrome and Red, Yellow, Green, or Black handle. In Beautiful Gift Box. Retail for **\$5.95**.



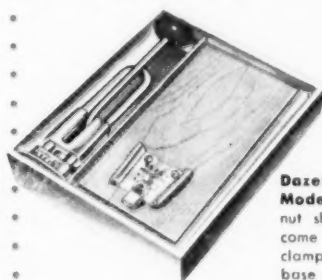
Dazey "Cocktail Hour"—Combination ice crusher and cocktail shaker. Instantly adjusts to crush ice fine, medium or coarse. Fits the famous Dazey wall bracket. Perfect... wherever crushed ice is used. PK-5 White Enamelled body, Red, Black, Yellow, or Green transparent cup... Retail price, **\$11.95**. PK-5AC All Chrome body... Black transparent cup... Retail price, **\$13.95**.



This beautiful gift package set of the Dazey Egg Beater, Triple Ice Crusher, Juicer, Deluxe Can Opener and Sharpening Set (knife and scissors sharpener) are as beautiful as they are useful. Gift Package PK-4C (Red, Yellow, or White with Chrome trim) Retail for **\$28.98**. Gift Package PK-4AC (All Chrome) Retail for **\$32.98**. Other Dazey gift packaged sets from **\$8.98 to \$19.98**.



Dazey "Sharpen"—Table Top Model 915C... Features twin sharpening wheels—one for sharpening—one for honing. Holds firmly to non-porous horizontal working surface by means of vacuum cup. Easily removable and portable. Red with Chrome trim. Retail for **\$7.25**. Same with single wheel (Model 905C)—**\$6.25**.



Dazey "Crackit", Nutcracker Set—Model PK-11... Cracks ends... splits nut shell lengthwise, so that nutmeats come out uncrushed. Special spring steel clamp-type bracket attached to wood base for quick easy mounting. In handsome gift box—**\$5.95** retail.



Be sure

- *Be sure to please him—*
- *Be sure to please his family—*
- *Be sure to give the best—*



DAZEY

AMERICA'S BEST-KNOWN LINE OF SMALL KITCHEN APPLIANCES



ADDED INCENTIVE: Show boxes at top rear with color transparencies show room settings and speed up sales of slip covers. Crawford splits cost of the display chair.

When the Lady Asks, "How Will It Look?"

When buying furniture slip covers, the customer wants most to see how it will look on her furniture. Formerly, the salesperson had to take a slip cover from the box and fit it on a piece of furniture in the store. Then the cover had to be refolded and placed back in the box. That was a time-consuming and messy operation.

Crawford Manufacturing Co., Richmond, Va., has largely solved this problem by making it easy for salespeople at the point-of-purchase to *show*—by use of the displays and shadow boxes—how the slip cover will look on the customer's furniture in her home. And it can all be done without taking the slip cover from the handy Crawford box.

Crawford supplies dealers with free plans for setting up four different types of displays—wall, corner single island, and double island.

Single and triple frame shadow boxes, which may be used with or without the displays, are made available at cost—\$25 for the three-unit size and \$10 for the single unit. Of the Crawford dealers, 60% use the three-unit type. Also supplied are color pictures of the various styles and

patterns of slip covers on different styles of furniture in room settings. They may be shown either with or without the use of the lighting arrangement that is a part of each shadow box. Crawford has found particularly satisfactory the use of Plastikolor-pix transparencies, made by William Melish Harris from color pictures taken by the Warsaw Company, especially where it is not practical to use the lighting arrangement in the shadow box. The transparencies are furnished at cost—\$3 each.

Use of transparencies in the shadow boxes to demonstrate slip covers on furniture in room settings has not only lessened the time consumed in making the individual sale, it has increased the number of sales. Additionally, it has largely eliminated the messy job of demonstrating by actually installing the slip cover on furniture at the point-of-purchase.

The single-frame shadow box, for example shows an 8" x 10" transparency, with a rack in the rear for holding the transparencies not in use. It is built so that it can be placed on any convenient surface and the various styles and patterns of slip

covers can be shown quickly. This single-unit outfit is designed for use where display space is limited to show styles and patterns quickly with a minimum of trouble.

As a further aid to the salesperson and to promote customer satisfaction, Crawford has improved its shipping technique. The covers are no longer shipped "just folded" in the conventional cardboard box. The boxes are now uniform in size to facilitate stock-keeping and wrapping; they are made of heavy kraft board so that they will not tear or become unsightly. The hinged box top prevents errors; the number on the top corresponds with that on the slip cover inside. There is a paper band around each folded slip cover to help maintain a neat appearance when the box is opened. In each box is an illustrated instruction sheet for easy installation, and on the reverse side of this sheet is the style chart showing the different styles of furniture.

When the customer has selected the style and pattern of slip cover she wants, she may be supplied her choice in the original handy Crawford box. Stores like idea.

It is not enough to have a superior product, even though it has revolutionary and exclusive features. If you want sales to zoom, the salesperson at the point-of-purchase has to push your product and it is necessary to create incentive for the customer to buy. That's exactly what Crawford did about its Kozy-Nook furniture slip covers.

The company believed that people wanted patterns and designs and yard goods, too, for matching draperies, and styles to make it fun and easy to decorate; they wanted ready-made slip covers with adjustable features that would do wonders for fit, made with many custom-like details. That is what Crawford gave them in Kozy-Nook.

The Crawford merchandising program did not develop overnight, according to Harry Burn, Crawford's assistant sales manager. "It has come about through evolution."

Crawford is convinced that customers buy slip covers to dress up their old furniture and make it more serviceable, to protect new furniture and to *change their decorative scheme*. This latter reason prompts the majority of sales; it has more sales appeal. "Build your sales talk around the beauty of the pattern, the styling and color appeal, and you will close more sales than if you only emphasize the practical side of slip covers," is Crawford's admonition in its booklet on "Selling."

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Salesmen make more calls

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Get around faster...be fresher...see more people and you'll step up your sales! Use personal transportation for local calls... "your car" rented from NATIONAL CAR RENTAL SYSTEM.

Make reservations with any NATIONAL member, travel or ticket agent. "Your car" wherever you are will always be a spic and span, easy-driving, late model, filled with gas and oil to be driven as your very own.

NATIONAL cars are a time-saving convenience and surprisingly economical for emergencies, vacations, sight-seeing, or as a second car for business or home.



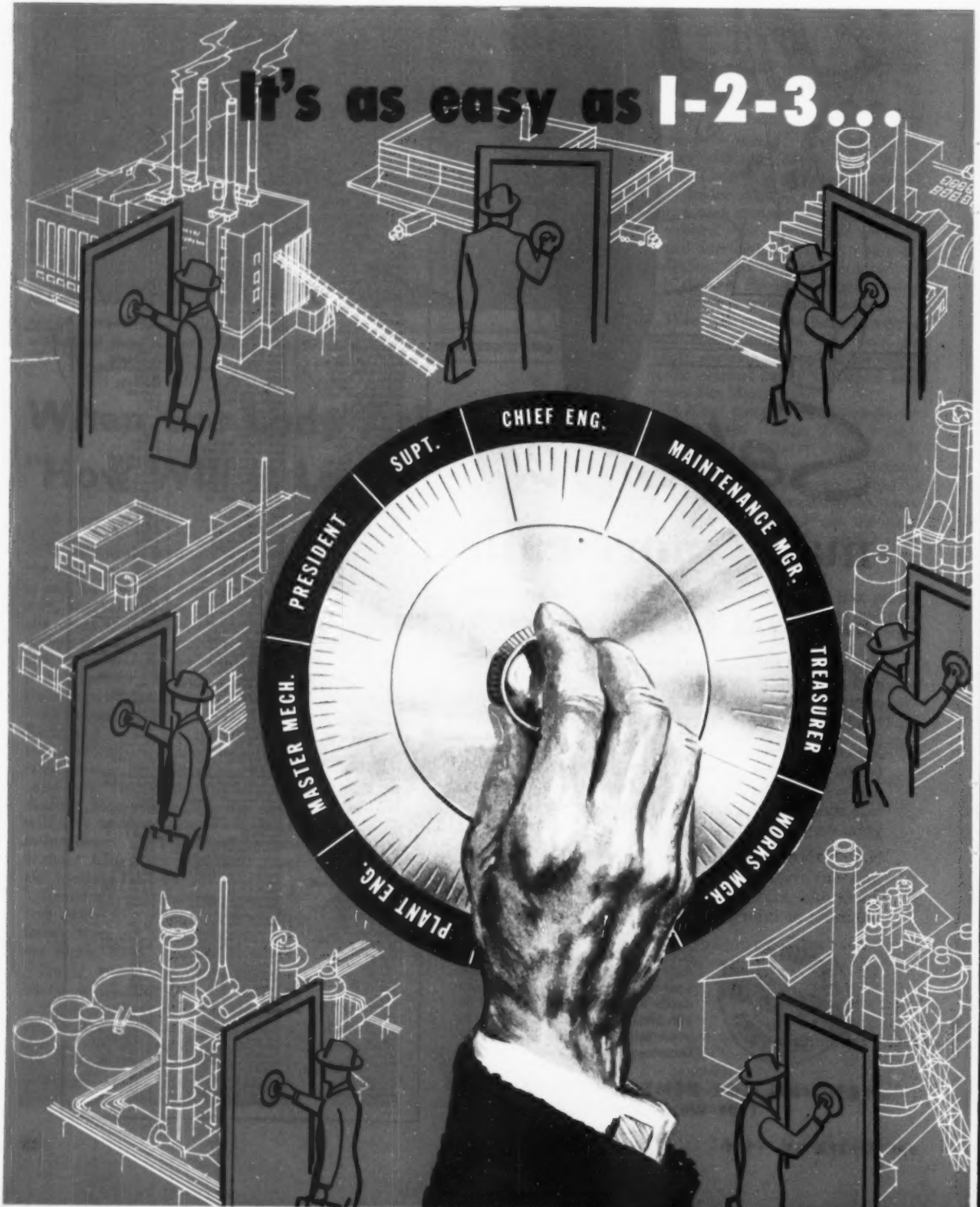
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1209 Washington, St. Louis 3, Mo.

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ABILENE, Texas	Bean & Hughes Car Rental	49240
ALBUQUERQUE, N. M.	Acme Car Rental Co.	3-1156
ALEXANDRIA, Va.	National Car Rental System	Overlook 3-5357
ANNAPOLIS, Md.	National Car Rental System	8-1660
ANTWERP, Belgium	Stener's Auto Rentals	
ARLINGTON, Va.	National Car Rental System	Jackson 5-7722
ATLANTA, Ga.	Drive Drive It Yourself	Wheat 1810
ATLANTIC CITY, N. J.	Auto Rental, Inc.	5-7415
AUGUSTA, Ga.	Central Drive It Yourself	2-8116
AUSTIN, Texas	Hillard's Rent A Car	7-1441
BALTIMORE, Md.	National Car Rental System	Milberry 5-6000
BARTLESVILLE, Okla.	Atlas Auto Rental, Inc.	478
BAYTON, La.	Auto Motor Rental	24404
BEAUMONT, Texas	Hillard's Rent A Car	4-8024
BIRMINGHAM, Ala.	Drive Drive It Yourself	3-7181
BODOTA, Colombia	Auto Rent Limiteada	
BOSTON, Mass.	Columbia Motor Mileage Corp.	Geneva 6-3476
BOSTON, Mass.	Dyer Auto Rental System	Lyon 8-0650
BUFFALO, N. Y.	Louise Rent A Car Corp.	ROBANK 3161
CAMBRIDGE, Mass.	Mr. Auburn Renting Service	KI 7-4561
CANTON, O.	Ohio U-Drive-It Co.	4-6181
CARACAS, Venezuela	Auto Rent Co. A.	56-852
CASABLANCA, Fr. Mor.	Garage Saint Christophe	223-66
CHATTANOOGA, Tenn.	Auto Rent, Inc.	7-5129
CHICAGO, Ill.	Saunders Drive It Yourself	Central 6-1077
CINCINNATI, O.	Saunders Drive It Yourself	MAIN 0010
CLEVELAND, O.	Redder Bus. U-Drive Division	1-2670
COLUMBIA, S. C.	Ryder Car Rental System	5111
COLUMBUS, Ga.	Marchman's Drive Yourself Co.	2-0636
CORPUS CHRISTI, Texas	Marathon Rent A Car, Inc.	4-9433
CUMBERLAND, Md.	National Car Rental System	7938
DALLAS, Texas	Nichols Bros. Rent A Car	Kendall 8484
DAVENPORT, Iowa	General U-Drive-It Co.	6-4446
DEVER, Colo.	Baker Auto Rental, Inc.	1-ABRA 0042
DES MOINES, Iowa	Brown Auto Rental	3-5000
DETROIT, Mich.	Williams Rent A Car	Woodward 2-1567
DUBLIN, Ireland	Murphy's	67005
EAST ST. LOUIS, Ill.	McMahon Div. U-Drive	UPPER 4-1296
EL PASO, Texas	El Paso Div. U-Drive	2-0553
ERIC, Pa.	Standard Car Rental	7-0517
EVANSTON, Ill.	Ball Drive It Yourself	Greenleaf 5-0013
FAIRFIELD, Calif.	Barrett U-Drive	1-Airfield 7-2675
FORT WAYNE, Ind.	Safety Auto Rental	A2201
FORT WORTH, Texas	Hillard's Rent A Car	FAnnon 3288
FREDERICK, Md.	National Car Rental System	211
FRESNO, Calif.	Acme U-Drive	4-3777
GALVESTON, Texas	Galvez Motors, Inc.	3-4442
GLASGOW, Scotland	Cameron & Campbell, Ltd.	Central 4121
HAGERSTOWN, Md.	National Car Rental System	7436
HARLINGEN, Texas	Missouri Driveless Car Co.	1854
HARRISBURG, Pa.	U-Drive-It Co., Inc.	4-3245
HARTFORD, Conn.	Ramp U-Drive	7-7285
HIGHLAND PARK, N. J.	Crown Corp.	CHester 9-9766
HOLLYWOOD, Calif.	Saunders Drive It Yourself	HOLlywood 4-4180
HONOLULU, Hawaii	Taylor's U-Drive	96-1555
HOUSTON, Texas	Central Div. U-Drive	CApitol 7373
INDIANAPOLIS, Ind.	National Drive-It Self	Livon 2551
JACKSON, Miss.	Drive Drive It Yourself	3-4411
JACKSONVILLE, Fla.	U-Drive Autos	3-7475
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KINGSTON, Jamaica	Marlin's Tours	5580
KNOXVILLE, Tenn.	Drive Drive It Yourself	3-1155
LINGOLN, Neb.	Ames Drive It Yourself	2-8579
LIVERPOOL, England	Stener's Hire Car Service	Sefton Ph 4000
LONDON, England	Stener's Hire Car Service	Gladstone 2724
LONG BEACH, Calif.	Saunders Drive It Yourself	706055
LOS ANGELES, Calif.	Saunders Drive It Yourself	Madison 6-0559
LOUISVILLE, Ky.	Drive Drive It Yourself	WABash 6838
LUBBOCK, Texas	Lubbock Car Rental Co.	1-2622
LYNN, Mass.	Dyer Auto Rental	LYnn 1-6650
MADEIRA BEACH, Fla.	Sun Cab Co.	9-5511
MANCHESTER, N. H.	Radio Cabs, Inc.	7-3451
MEMPHIS, Tenn.	Drive Drive It Yourself	4-3115
MIAMI, Fla.	Ryder Car Rental System	9-6411
MIAMI BEACH, Fla.	Culture Car Rentals	58-5555
MIAMI BEACH, Fla.	Ryder Car Rental	58-5485
MIAMI INTL. AIRPORT	Culture Car Rentals	88-7900
MIDLAND, Texas	Bean & Hughes Car Rental	2-8185
MILWAUKEE, Wis.	Bayton Car Rental, Inc.	BRankin 7-0100
MINNEAPOLIS ST. PAUL	Minneapolis Drive Yourself	ATLantic 7177
MOBILE, Ala.	Drive Drive It Yourself	2-1801
MOULINE, Ill.	General U-Drive It	6-5814
MONTGOMERY, Ala.	Drive Drive It Yourself	7231
MORGANTOWN, W. Va.	Sayre's U-Drive It, Inc.	3939
NANAIMO, B. C.	Island U-Drive	88
NASHVILLE, Tenn.	Drive Drive It Yourself	6-1112
NEW ORLEANS, La.	Drive Drive It Yourself	RAYmond 0416
NEW YORK CITY	Acme Auto Rent, Inc.	MIRroville 2-0409
NEWARK, N. J.	U-Drive-It Co. of N. J.	Market 2-1414
NEWFOLK, Va.	U-Drive-It Co., Inc.	7-7545
NEWLAND, Calif.	Barrett U-Drive	GLencaunt 2-2190
ODessa, Texas	Perman Basin Div. U-Drive, Inc.	6-9461
OKLAHOMA, Okla.	Mess's Rent A Car	ATLantic 7090
ORLANDO, Fla.	Ryder Car Rental System	1-1839
PARADISE, Calif.	Sadem (Lata Service)	Cop 2-926
PARADISE, Calif.	Saunders Drive It Yourself	SVAnure 6-3515
PEORIA, Ill.	Fisher Rent A Car Co.	6-6630
PERTH AMBOY, N. J.	Crown Corp.	4-7800
PHILADELPHIA, Pa.	U-Drive-It Co. of Penna.	Rittenhouse 6-2425
PHOENIX, Ariz.	Motor Lease System, Inc.	ALgine 4-9601
PITTSBURGH, Pa.	Penn. You Drive	Court 1-4545
PLAINFIELD, N. J.	Crown Corp.	
PORTLAND, Ore.	Covey's U-Drive Service	BBroadway 4222
PROVIDENCE, R. I.	Automobile Rental Co.	GApex 1-4848
RICHMOND, Va.	U-Drive-It Co., Inc.	7-2647
ROCKFORD, Ill.	Fisher Rent A Car System	4-8870
ROME, Italy	Sadem (Lata Service)	755-051
ROTTERDAM, Holland	Stener's Auto Rentals	
ST. LOUIS, Mo.	Columbia Drive-It Self	Chestnut 8761
ST. PETERSBURG, Fla.	Sun Cab Co.	7-8191
SALISBURY, Md.	National Car Rental System	9840
SALT LAKE CITY, Utah	Drive It Yourself Co.	5-5656
SAN ANGELO, Texas	National Car Rental System	2-7844
SAN ANTONIO, Texas	Missouri Driveless Car Co.	1-ANton 8993
SAN DIEGO, Calif.	Saunders Drive It Yourself	MAIN 0102
SAN FRANCISCO, Calif.	Barrett U-Drive	Graystone 4-5300
SAN JOSE, Calif.	Barrett U-Drive	CYprien 4-2044
SAN PEDRO, Calif.	Saunders Drive It Yourself	15-0001 2-6606
SANTA MONICA, Calif.	Saunders Drive It Yourself	EXBrock 4-4159
SARASOTA, Fla.	Sarasota U-Drive	7-2151
SEATTLE, Wash.	Northwest Rent A Car	RA 9982
SHREVEPORT, La.	Gordon's Auto-Rent, Inc.	5-7481
SILVER SPRING, Md.	National Car Rental System	Shepherd 4401
SPOKANE, Wash.	Northwest Rent A Car	Wheat 5279
SPRINGFIELD, Mass.	National Car Rental System	7-7931
SPRINGFIELD, Mo.	Dugan Drive Yourself, Inc.	4-7328
TACOMA, Wash.	Hugh Corbett's U-Drive	BBroadway 1768
TAMPA, Fla.	Ryder Car Rental System	2-8209
TAMPA, Fla.	Standard Rent A Car	1-1065
TORONTO, Ontario	Five Wheels, Ltd.	LAchewe 1155
TRAVERSE CITY, Mich.	Watson & Stowe, Inc.	73
TULSA, Okla.	Atlas Auto Rental Co., Inc.	2-0135
TUNICATOOLA, Ala.	Island U-Drive Co.	4488
VANCOUVER, B. C.	Globe U-Drive, Ltd.	PAcific 4922
VAN NUYS, Calif.	Saunders Drive It Yourself	State 5-7196
VICTORIA, B. C.	Island U-Drive, Ltd.	8-1144
WACO, Texas	Central Drive-It Self	3-4131
WASHINGTON, D. C.	National Car Rental System	STERling 1-6171
WEST PALM BEACH, Fla.	Jack & Earl Blair	5242
WICHITA, Kan.	U-Drive It System Corp.	3-4254
WILMINGTON, N. C.	U-Drive It Co.	4144
WINSTON-SALEM, N. C.	Carolina Car Truck Rental	4-1482
YORK, Pa.	National Car Rental System	8-1623

regardless of title
Mill & Factory serves the men your

It's as easy as 1-2-3...



salesmen must see to sell!

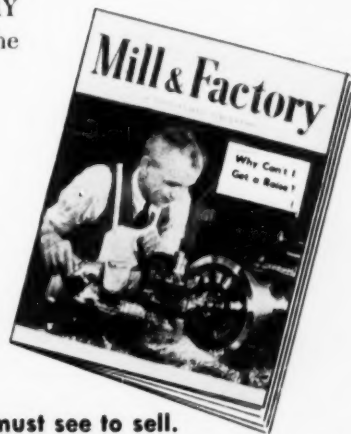
with the ***RIGHT COMBINATION***

It's no secret that your salesmen know, from regular plant calls, *the combinations* of key executives that control buying. They know that the buying pattern of every plant must be studied to ascertain who are the key men, regardless of title, they must see to sell.

MILL & FACTORY *alone*, among general industrial magazines, uses this same sales-contact principle. Across the nation, 1,645 sales engineers who know the buying combinations in plant after plant select key executives to receive paid copies of MILL & FACTORY. Moreover, they maintain *live circulation lists* that are always in step with plant and personnel changes. *No waste or deadwood allowed!*

Your advertising in MILL & FACTORY goes where it can receive decisive action—to the men whose "O.K." means a sale. That is why MILL & FACTORY's sales impact cannot be equalled by any other publication in its field.

The advertising *you* place in MILL & FACTORY supports *your* salesmen in the right place at the right time.



Mill & Factory

Serves the men, regardless of title, your salesmen must see to sell.

NBP CCA

A CONOVER-MAST PUBLICATION • 205 EAST 42nd STREET • NEW YORK 17, N. Y.

Sales Organization Helps Farm Bureau

Double

Policy Holders in Five Years



DOSS



WHITE



GAY



CLOUGH



TRUCKSIS



ALLNUT

SALES DEVELOPERS—Bowman Doss, executive vice-president—and former sales manager—supervises Farm Bureau Mutual sales operations. William A. White vice-president—sales, is directly in charge

Under White, C. C. Gay is director of agencies; S. J. Clough, director of sales personnel; William Trucksis, director of sales promotion, and W. T. Allnut, agency secretary.

"People Working Together" Build \$158 Million Insurance Business

Social objectives and policyholder participation help. But Farm Bureau Mutual's products still must be sold. Manager-and-man development program and more promotion—aimed at annual and 5-year targets—send sales higher.

Part II of an article in two parts
BY LAWRENCE M. HUGHES

Even people who buy the social objectives of Farm Bureau Mutual Insurance companies still have to be sold policies.

By December 31, 1952, 1.5 million people in 13 states had been sold 2,344,000 policies. By July 1, 1953, combined assets owned by these policyholders, reached \$158 million.

In 1948, when these Auto, Fire and Life companies were separated from Ohio Farm Bureau Federation,

a lot of changes were put in the works. Murray Lincoln moved over as "full-time" president. Later, Sales Manager Bowman Doss was moved up to executive vice-president. Sales organization and functions were charted and sales objectives defined. "The most basic change effected," Doss says, "was the setting of five-year sales targets for all companies."

The sales job, under Vice-President William A. White, is to "interpret insurance needs and markets" and find ways to meet them; "design and direct over-all sales activities"; "plan, develop and issue adequate directives and manuals prescribing sales programs and activities," and win new and hold present policies.

Elementary? . . . And yet Farm Bureau had made out for 22 years without defining sales functions or clarifying responsibility for them.

Under the new setup sales objectives were set annually and for five years ahead, and steps were taken to develop management and manpower to meet them.

At the end of 1947 the companies had a total of 981,000 policies in force. By late 1952 policies had multiplied nearly two and one-half times:

The Auto company had 689,000. It shot for 1,475,000. It got 1,757,000.

The Fire company had 183,000; sought 325,000; got 409,000.

All Companies Soar

Although the Life company fell short of the mark in number of policies, it broke quota in amount of insurance in force. This company had 109,000 policies; set the sights for 200,000, but sold 179,000. On the other hand, instead of lifting insurance in force from \$208 to \$500 million, the five-year period ended with \$570 million.

Number of agents selling Farm Bureau insurance rose to 3,359—exceeding five-year quota by 5%. Of these about half are now full-time. All sell only Farm Bureau and represent all three companies. But most of them are hardly qualified yet to sell all 120 types of "coverage." The Auto company, for instance, gets into such hazards as travel, accident and general liability, workmen's compensation, and polio.

Before the first five-year plan was completed, Farm Bureau wrote down objectives for 1953-57: Four million policies in force. Some of the newer coverages would be more than doubled. So would fire—to 815,000. The Auto and Life companies' policies



"RELATIONS" — under Vice-President Harry Culbreth—have become an important factor in Farm Bureau's growth.

would be increased about 60%—to 2,885,000 and 300,000. Life insurance in force would be more than doubled, to \$1,350 billion.

These policies would be sold by 4,382 agents, of whom 2,800, or nearly two-thirds, would be full-time career people.

Bill White is sure that, "whatever conditions may prove to be, we'll make quota. In harder times people are more cost-conscious. They appreciate the savings which planned insurance programs offer them . . . Besides, we're building a better team to convince them. We're backing our agents with better management, better training, stronger advertising—and a wide line of proved insurance values."

Farm Bureau's first salesmen were farmer policyholders. They sold without commission, because they believed in their company. Then sales responsibilities were assumed by state Farm Bureau Federations and other "sponsors," and as a part-time job by farmers, urban "cooperators" and others connected with them. By World War II 95% of the companies' 2,100 agents worked part time.

Although the companies continued to grow, this hardly seemed to be the way to build a stable business.

More Opportunities

During the war the thinning ranks were filled by older men, 4F's and some women.

Since 1948 the companies have been able to prove full-time opportunity. The business has opened more sales and more management jobs and is providing better pay for both. "In field sales management," White says, "we now have 10 times as many men making \$10,000 a year and more as we had five years ago. While an average full-time agent makes between \$5,000 and \$9,000, some now earn \$25,000.



"DECENTRALIZATION"—directed by Vice-President Howard Hutchinson—speeds contact with and service to policyholders.

"And we've just started."

The companies' coverages meet virtually all the insurance needs of almost all people. White tells the agents: "I know of no insurance organization that can approach our multiple-line potential." He stresses "manpower and multiple line as guide posts for the new objectives. We are developing the man in Salesman and Sales Manager through the use of proved methods and materials."

Decentralization Helps

A decentralization program has helped. In addition to 27 regional sales managers, 13 new regional managers—some of them from Sales—now direct all functions in their areas. All regions are now guided by a management team consisting of the Regional Manager and five department managers.

In five years the number of district sales managers increased from 229 to 304. Expansion has come both from dividing existing territories, with mounting sales, and adding new ones—such as South Carolina and, this year, New Jersey.

All managers have risen from Farm Bureau ranks. Of six New Jersey district managers, four were managers from established districts in other states and two were appointed from a special management trainee group.

Promotions are on the basis of production record, manager aptitude tests, management recommendations.

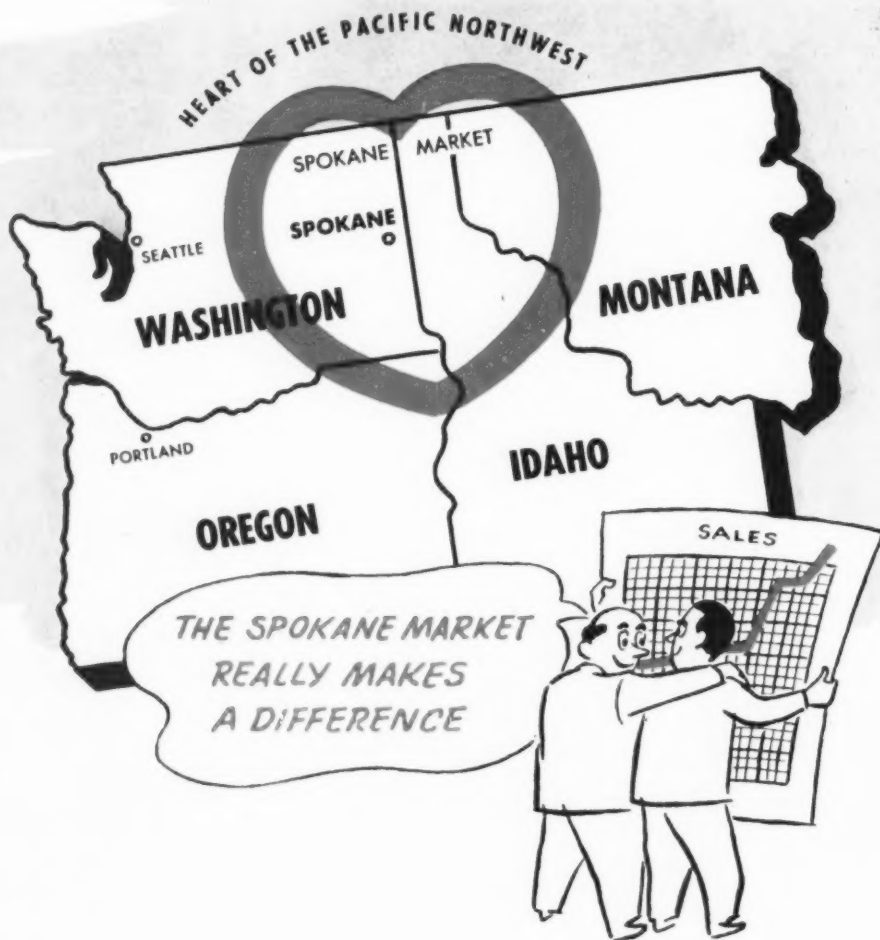
Prospective regional sales managers are given special assignments at the home office for six months to two years before taking over. New district sales managers are being brought to Columbus for a one-week course. Both groups of managers are now taking an advanced life insurance course, and receive other "training in insurance and sales management."

District managers are the keystone

demand grows greater



When you cover the Billion



and greater . . .



Dollar Spokane Market

IT'S ONE OF THE THREE MUST MARKETS IN THE PACIFIC NORTHWEST

What can this great market do for you? It can zoom demand for your line in the Pacific Northwest—if you really sell it.

But the Spokane Market is a distinctly separate and independent trade area. Although living in the very heart of the Pacific Northwest, residents are virtually unaffected by advertising efforts in coastal cities 300 miles or more distant.

With more than a million people—with retail sales over a billion dollars annually and net buying income over a billion dollars—you're looking at a market of national importance and particular significance in the Pacific Northwest. You can't afford to miss more people than Baltimore or Cleveland has.

And you *do* miss the Billion Dollar buying power of the Spokane Market unless you schedule the two "home-town" newspapers residents have read and bought from since pioneer days . . . The Spokesman-Review and Spokane Daily Chronicle. They *cover* and *sell* their market most effectively and economically.

Be sure that this great market and these great dailies are on your list.

THE SPOKESMAN-REVIEW
MORNING SUNDAY
Spokane Daily Chronicle
EVENING
SPOKANE, WASHINGTON

**Combined Daily
CIRCULATION**

**Now Over
160,000**

81.84% UN-duplicated

Advertising Representatives Cresmer & Woodward, Inc., New York, Chicago, Detroit,
Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY
SPOKESMAN-REVIEW Comic Sections: Metropolitan Group.

of Farm Bureau's sales structure. Each guides, on the average, a dozen agents. Each is rated annually—and his next year's salary determined, White explains, by "position analyses."

The first three of the 12 factors concern his "scope": Premium income, with points for casualty, fire and life; percent of quota written in six different types of insurance; number of his agents and their percentage points.

Under "management fundamen-

tals," each manager is weighed on seven factors: Territory (population, area and family income); net gain in percent of quota in six types of insurance; loss ratio in fire and casualty; "persistence" in maintaining premium payments; age of district; operating costs; caliber of personnel; public relations.

Final factors are training and education and years of Farm Bureau experience.

Regional sales managers grade each of their district sales managers for all

12 factors on one of five levels. Average total is 500 points; "perfection," 1,000. Farm Bureau has several who exceed 800. But approximately half are in the middle group. The rest taper off on either side.

Each April a "position analysis sheet" is prepared for each district manager. On these findings regional managers then recommend salary adjustments. At a \$750-a-year rate a district manager thus can "upgrade himself" from the base level of \$5,500 to \$10,000 and more.

District sales managers provide their cars and pay travel expenses. Farm Bureau maintains district offices and pays office expenses for managers operating from their homes, and expenses for all of them to and from company meetings. . . . Annual turnover rate among district sales managers today is only 3%.

Insurance selling can be complicated for beginners—even those handling few coverages. Farm Bureau's broad scope makes their life harder. It still is partly responsible for the fact that one-fourth of beginners quit annually.

But better recruitment, selection, training and guidance gradually have reduced this toll. A beginner today starts as a "specialist," usually in automotive, and widens his scope with experience. His district manager's main job is to help him.

Last year 171 agents attended seven basic training schools. These and others used a total of 2,029 basic sales training texts. Now Farm Bureau is introducing special training in specific fields. And with the New Jersey invasion, last January, the companies launched their first statewide recruitment and training program. By April 68 agents throughout the state were putting their new knowledge to work.

Agent Turnover Declines

With such aids, and payment for calls up to 40 a week, monthly turnover among all agents in 1952 was cut from 1.58% in the first half to 1.02% in the second half.

Farm Bureau has held sales contests ever since, as a tiny Ohio outfit in 1927, it conducted a first "June Week." Annually, ever since, this event has spurred performance.

But the companies today are more concerned with year-round progress. A "Challenger Club," started in 1939, last year had 569 agents as members. This group—34 more than in 1951—included 153 first-timers and 416 repeaters. Two men—Max Huss of Cincinnati and John J.



Offices Moved Expertly!

Moving an office securely requires experts who can handle furniture, files and machines safely and swiftly. Just call in your local North American Agent. He has professionals to pack and move you on schedule, reducing disruption of business operations to a minimum. Your North American Agent can take care of moving transferred personnel; the shipping of trade-show exhibits. Get advance time-saving "Survey Service" estimate. No obligation.

Call Your Local North American Agent!

Consult your classified phone book



Dept. 5M23, Ft. Wayne, Indiana.....



**AMERICA'S LEADING LONG
DISTANCE MOVING ORGANIZATION**

Motts of Canton—have been members for 14 years and 11 others for 10 years or more. Rewards are simply a club button and a supply of personalized stationery. But larger commission income can be stimulating too!

For several years 100 top-producing agents in an 11-week summer contest have been company guests at an autumn "Leaders' Conference." Last year's conference at the Waldorf-Astoria Hotel included such speakers as Eleanor Roosevelt in conference discussions on world problems.

Bill White admits that "we've had to learn everything the hard way. But we're learning. When we took over an existing life company in 1936, it had only about \$16 million in force. We almost fell on our face trying to get it going. Yet in the next 16 years our life insurance in force rose nearly 3,600%, to \$570 million.

"Major reasons for our growth are that we try to give better values and service than anyone else, and to let more and more people know about them. Some of our best salesmen are our policyholders. They try one of our coverages, and then buy others—and recommend Farm Bureau to their friends."

The "Plus" Factors

Many other companies have said this, but Farm Bureau people have some rather special evidence to support it. They emphasize:

"1. We are *cooperative*. Our owner-customer interests must come first. We're engaged in *their* business with *their* money.

"2. In all lines our rates are competitive—and often among the lowest in the field.

"3. We pay all claims promptly—and in full.

"4. In addition to policyholder participation of the companies and the decentralization program (see first Farm Bureau article in September 1 issue), our full-line service keeps us in contact with policyholders."

Still it would seem that "sampling" potentials have not been developed. The average policyholder today owns only one and one-half Farm Bureau policies. And in the present 58-million-population area the companies have sold only one family in 10.

Marketing research is helping Farm Bureau to set sales sights, and to reveal new opportunities and meth-

ods to reach them. Advertising, sales promotion and public relations are telling millions more what Farm Bureau has to offer.

Supervised by Agency Secretary W. T. Allnut and directed by H. P. Dickerson, the marketing research function is now four years old. In this period, 50 long- and short-range studies have been made or are under way. Some of them are blueprints for expansion, realignment of sales territories in accordance with potential, analyses of buyers' preferences, em-

ploye and agent opinion studies, sales forecasts, and determination of characteristics and buying habits of Farm Bureau policyholders.

A current job is an "over-all study to determine the marketing and distribution system best adapted to . . . Farm Bureau insurance services." It will answer such questions as: How adequate is the agency system of distribution? Can better means of sales compensation be devised? Should mass-selling techniques be developed—and which ones? How feasible is

YOU BET ST. PAUL SHOPPERS ARE "LABEL-CONSCIOUS"!



Whether it's baby food or bleach, St. Paul's brand-conscious buyers make it a habit to look for the label when they do their shopping. In the bustling St. Paul "half" of the Twin City market, more and more buyers are asking for products by brand names . . . as is verified by the decreasing number of "Don't Know" replies to brand preference in the 1953 St. Paul Consumer Analysis Survey. Here are just a few examples:

PER CENT OF BUYERS WITH NO BRAND PREFERENCE

	1953	1952	1951	1950
Instant Coffee	1.6%	7.3%	6.2%	4.2%
Liquid Starch	7.2	10.8	10.7	15.0
Canned Meat Baby Food	7.2	11.2	16.6	21.8
Powdered Bleach	1.6	3.0
Canned Beer	1.1	3.4

Good advertising in the RIGHT medium makes buyers brand conscious. In the prosperous St. Paul market, the RIGHT medium is the St. Paul Dispatch-Pioneer Press . . . the ONLY newspapers to blanket the entire area.

The 1953 St. Paul Consumer Analysis Survey supplies information on brand preferences and buying habits for hundreds of major products in the St. Paul market. If you desire a copy, contact your Ridder-Johns representative or write Consumer Analysis, Dept. D.



Representatives
RIDDER-JOHNS, INC.
 New York—Chicago
 Detroit
 San Francisco
 Los Angeles—St. Paul
 Minneapolis

packaged coverage to meet the varied basic needs of the average insurance buyer?

This long-range study, Dickerson explains, "will cover not only Farm Bureau operations but will appraise the entire insurance industry."

Farm Bureau sales quotas are now allocated on a weighted formula—the factors in which are agents, district managers, population, motor vehicle registrations, buying power, business in force, sales offices, and degree of Farm Bureau penetration.

Research must "point the way," Allnut says, to "providing better coverage at lower cost—to more people."



Advertising Men: Get Hep

"What should an advertising manager know about what it takes to make a sale at a profit? To begin with, he must know a great deal more than headlines and art work. He must know marketing and understand market research. He ought to know, by actual experience, what a salesman does, how he does it and why he does it that way instead of some other way. He ought to have the most current and up-to-date information about the sales force, its organization and its activities. The advertising manager should realize that any cost incurred in moving goods from the platform of the plant into a customer's hands is part of the cost of selling." — Tomlison Fort, v-p, Apparatus Division, Westinghouse Electric Corp., before the National Industrial Advertisers Association Conference, Pittsburgh, Pa.

Advertising gets the word around.

Within a month of its launching, in 1926, the Automobile company ran an advertisement in *Ohio Farm Bureau Federation News*, announcing payment within 24 hours of the first policyholder claim.

But only recently has the companies' advertising become substantial, consistent and professional.

Under William O. Trucksis, "sales advertising" was set up as a separate sales division in 1948. Until that time Farm Bureau had advertised mainly in cooperation with agents. Starting with \$50,000 in 1951, "sales" advertising (not including institutional) was stepped up to \$150,000 in 1952 and to \$250,000 in 1953. Combined expenditures of the companies and agents in 1952 totaled nearly \$400,000—with 2,900 agents participating. This year the total is expected to reach \$500,000.

An early company-agents' campaign was run in New York City newspapers in 1949, through Ben Sackheim, Inc., advertising agency. Surveys disclosed that Farm Bureau "recognition" there was higher than in other markets.

Individual agents now may spend up to \$320 annually for approved copy in certain media. Farm Bureau matches them. In 1952 agents spent \$71,843.55 for radio commercials and \$120,587.43 for newspaper advertisements supplied by Columbus. Thus combined co-operative expenditure in these media was \$384,861.96.

Today, in most larger markets an agents'-elected advertising committee recommends plans, and often a local advertising agency is employed to execute them.

"In two years," Trucksis says, "we have become one of the biggest newspaper advertisers in insurance."

In 1952, "for prestige and recognition," the companies also published two pages in *The Saturday Evening Post*.

The program had to be sold, item by item, to top management, Trucksis explains. "Generally, they were for advertising. But for the first year the Sales Cabinet had to pass on every piece. . . . We pointed out that today most of our policyholders, and many more of our prospects, no longer are members of sponsor groups.

"At first we promoted various coverages in a single ad. But this was too much like Heinz putting all '57' in one basket. Since then we have emphasized one line at a time."

In addition to the *Post* pages, Farm Bureau published on its own last year two 1,000-line newspaper advertisements throughout the sales territory, plus two 300-line advertisements, last

summer, on polio policies. These appeared in 165 markets. This year, the companies are buying six 1,000 and three 500-line advertisements, and last summer they ran more polio advertisements.

Between 1951 and 1952 the proportion of agents using Farm Bureau "promotional helps" rose from 75% to more than 95%. This trend has been stimulated by a wider range of better material. A 1948 brochure on "Selling Aids" was replaced in 1950 by a larger spiral-bound "Business Builders"—now being revised.

"Selling Aids," multigraphed, showed samples of available direct mail and newspaper advertisements, with instructions for use and payment. Also reproduced were such identifying devices as metal signs, and such "good-will" items as auto expense books and policy wallets.

"Business Builders" starts with newspaper advertisements. These stress savings in auto insurance through "selected risks"; "one-stop insurance service" for auto, fire and life, etc. Forty-four advertisements of different sizes are offered for auto, seven for fire, 11 for life, 15 for "general" or several lines together. Also available are 54 radio commercials, from 30 to 60 seconds.

Clients of THE NEW F. W. DODGE SERVICE "PLANNING KIT FOR OUR NEW HOME"

These firms now rely on the "Planning Kit" to put their consumer literature in the hands of verified home planners.

Airtemp Division— Chrysler Corporation	Hall-Mark Company
American Kitchens Div. —Avco Mfg. Corp.	Henry Furnace Company
American Radiator & Standard Sanitary Corp.	Kimberly-Clark Corporation
American Telephone & Telegraph Company	Moe Light, Incorporated
Bendix Home Appliances, Incorporated	Mosaic Tile Company
Bennett-Ireland, Incorporated	National Electric Products Corporation
Bryant Heater Company	C. A. Olsen Company
Philip Carey Manufacturing Company	Pittsburgh Plate Glass Co.—Glass Division
Crosley Division—Avco Mfg. Corp.	Pryne and Company
Douglas Fir Plywood Association	Pyrofax Gas Company
Ez-Way Sales, Incorporated	Robbins and Myers, Incorporated
The Formica Company	R. O. W. Sales Company
General Bronze Corp.— Aluminate Division	F. C. Russell Company
General Electric Company	Ruud Manufacturing Company
Chemical Division Lamp Division	Schlage Lock Company
Major Appliances Division	Toledo Desk & Fixture Corporation
Goodyear Tire & Rubber Company	Universal Rundle Corp.
	Waterman-Waterbury Company
	Western Pine Association
	Westinghouse Electric Corp.—Micarta Div.
	Youngstown Kitchens— Mullins Mfg. Corp.

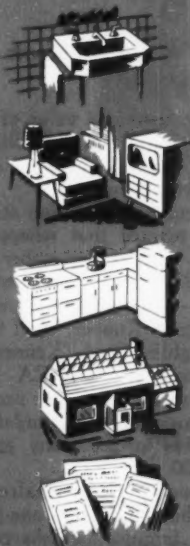
If your name is not on this list, why not find out today just how efficiently and at small cost the "Planning Kit" can increase your sales? Write or call today—

Consumer Service Department

F. W. DODGE CORP.

119 West 40 St., N. Y. 18 • OXford 5-3000

DON'T FILL IN THIS VALUABLE QUESTIONNAIRE UNLESS YOU'RE INTERESTED IN THE \$2½ BILLION BUILT-TO-ORDER HOME BUILDING MARKET!...



- Is the Quality Home Market (families who are planning to build custom homes for their own occupancy) important to my firm?
- Does this "consuming" owner have anything to say about the selection of what we have for sale?
- Do we have consumer literature to help him make that selection?
- Are we interested in reaching the custom home planning market on a timed basis without wasting our literature on dreamers and the idly curious?
- Would we like to reach that market more effectively and more economically than through the method we're now using?

IF YOUR ANSWERS ARE "YES"...WHY WAIT?

You can do things about it *now* through PLANNING KIT FOR OUR NEW HOME . . . Not a magazine, not a catalog, but a bright, new direct mail service—for the national manufacturer anxious to serve known prospects planning custom-built new homes.

Clients of new Planning Kit service reap the top of the harvest of new custom home planning families—while they are still planners—result of the daily efforts of over 1000 Dodge field reporters who call on architects, builders, banks, etc., to "discover" in advance who is building a new home and when and where.

Your *existent* consumer sales literature was obviously created to *influence* consumer-prospects for your products. The best literature can only be as effective as its distribution. Planning Kit was established this year to give you the finest possible distribution for your valued literature, complete with the finest vehicle, limited to hand-picked known prospects for your products! A true "package" service relieving your staff of all the usual burdensome details. Think of it!

Issued in eight separate editions per year for flexibility, the next P-K edition *closes soon*. Why not be *sure* YOUR literature gets into their hands when they need it most, through Planning Kit? (Very reasonable rates.)

For full details, write or call

PLANNING KIT FOR OUR NEW HOME

F. W. DODGE CORPORATION Consumer Services Dept.
119 West 40th Street, New York 18, N. Y. OXford 5-3000



Company-provided letters are "regular personalized" (RP); "regular broadcast" (RB) and "special." "RP" letters, with filled-in name, address and salutation, are intended to be door-openers. "RB" use merely "Dear Sir" greetings and enclose a return card for further information.

Agents get "regular" letters free—being charged only one cent each for return cards. "Special" letters, prepared by Farm Bureau at agent's request, cost him three cents each.

"Business Builders" also offers 30 sales folders and point-of-purchase aids, from various novelties to "authorized agent" signs.

Stress "Social" Aims

Farm Bureau is promoting more strongly its "social objectives." This year three 1,000-line institutional advertisements supported the New Jersey invasion. In addition to telling about companies and coverages, and offering "career opportunities" for agents, these explained the "people" concept: The companies "throw what weight we have into the balance for peace, abundance and brotherhood—everywhere. We believe that people, working together, can reach these goals. And we mean to help."

A coupon offered a brochure, "Partners in Progress," which reports the first quarter-century of work for people. . . . This program was directed by Calvin Kytte, public information director, and placed through Mumm, Mullan & Nichols, Inc., Columbus.

In its second quarter-century Farm Bureau is entering new fields of service. Some of them may develop into strong "sales" forces.

Although about 80% of the \$158 million assets must be invested in government and other bonds, selected preferred stocks and mortgage loans,

about \$32 million is now available for other purposes.

To "bring better community living to more people at lower cost," Farm Bureau's Peoples Development Co. is now building on an 1,100-acre site in suburban Columbus a community called Lincoln Village. With a population of 7,000 to 10,000, it will embrace homes, apartments, stores and industries.

For building industries another subsidiary is producing Tectum, a fabricated board of mineralized excelsior, said to be "cheap, lightweight, non-combustible, sound-absorbing, insulating and load-bearing."

In recent years Murray Lincoln has tried to buy control, among others, of an automobile manufacturer, a leading grocery chain and a major radio-television network.

He will keep trying. The motor maker might produce a low-price "people's car." The grocery chain could give a billion-dollar annual sales boost to consumer co-op stores.

"To ease the burden of finance and insuring motor vehicles," Farm Bureau last year launched Approved Finance Co. In its first nine months, only in Ohio, 5,700 loans were made for \$6,780,000.

Wider "People's" Control

Then Approved Finance acquired the 20-year-old Mutual Income Foundation, Inc., of Detroit.

The Farm Bureau people would like every American to have:

"1. Adequate insurance" for protection.

"2. A savings account or savings bonds for ready cash in emergencies.

"3. A share in America's future," through ownership of securities of major businesses.

Lincoln hopes for ultimate "coop-

erative ownership" of large corporations. Dr. Robert A. Rennie (lured by Lincoln's "vision" from Johns Hopkins University to become research director for Farm Bureau) supports the possibility with statistics: "If all Americans with incomes of less than \$7,500 put their 'positive savings' of three years into common stocks, they could own half of all 1,200 companies listed on the New York Stock Exchange!"

Meeting World Problems

In 1951 the combined value of all these common shares was \$98 billion. In the 1949-51 period people's savings totaled \$47 billion.

Mutual Income Foundation starts out modestly toward that whopping objective. As of last December its assets of \$2,622,912 were invested in 57 companies—among them General Motors, Goodrich Rubber, Gulf Oil, Jones & Laughlin Steel, Kennecott Copper, Penney Stores, RCA and Safeway Stores. In the 57 the people who invest through the Foundation had a combined pre-company stake of only \$46,000.

But the Cooperative League already can estimate that "three and one-half times as many families own shares in U. S. co-ops as own stock in all corporations listed on the nation's stock exchanges!" The number of families in co-ops is now 11 million.

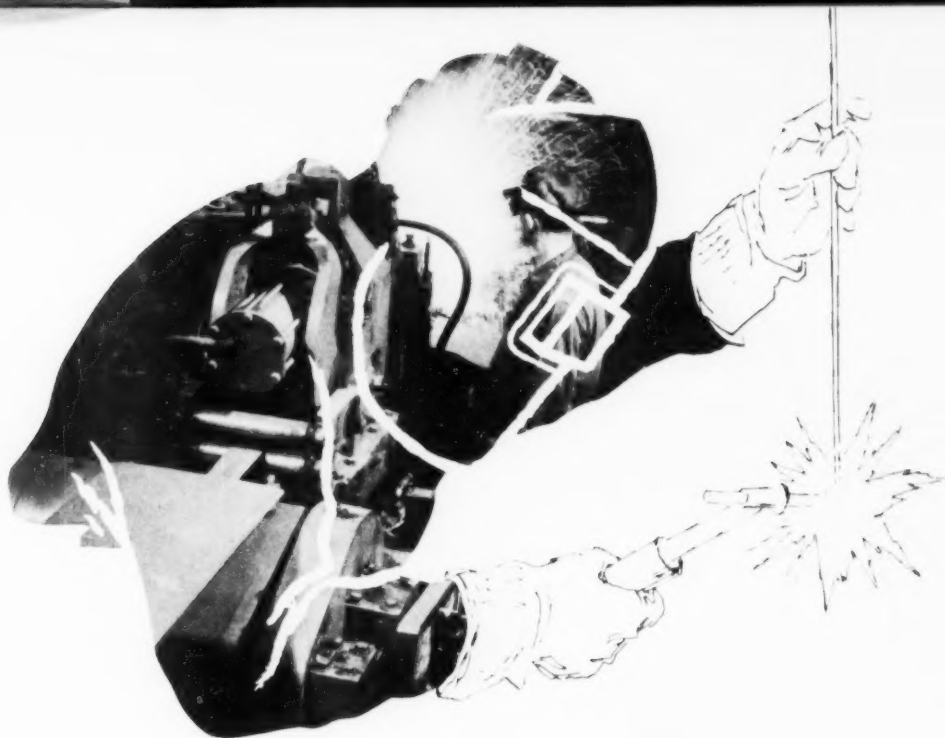
Murray Lincoln realizes that Americans cannot be soundly prosperous as long as four-fifths of the world's 2.4 billion people struggle on at, or below bare subsistence level. Americans finally have been able to turn an economy of scarcity into an economy of abundance: For the first time we are producing more than we can consume. This knowledge must be put to work by "our neighbors in Asia, Africa and Europe." Only combined action by all the world's people can meet this biggest common problem.

In his work with the United Nations, with CARE, the International Cooperative Alliance and other organizations, Lincoln has learned a lot about this problem. He and his associates in the Farm Bureau companies—including the policyholders who own them—are throwing their resources into the fight.

A first quarter-century has seen their resources multiply many times. Stronger selling not only may provide more security and opportunity for millions more policyholders . . . but it may give them the tools to help make life more abundant for many others.



TAKE A good look at Akron, Ohio—a rich 967-million-dollar market with one-news-paper coverage at one low cost. Write the **AKRON BEACON JOURNAL** (evening and Sunday) for facts.



If your product belongs in metalworking... your advertising belongs in...



All production welding is done in the metalworking industry... and that is the market reached by STEEL. All four members of the buying group read STEEL in more than 10,000 plants that do production welding. And STEEL's editors keep them informed on new developments in welding *every week* throughout the year. That's why STEEL is the logical choice as the *basic paper* to reach the \$111 billion metalworking industry. STEEL • Penton Building • Cleveland 13, Ohio

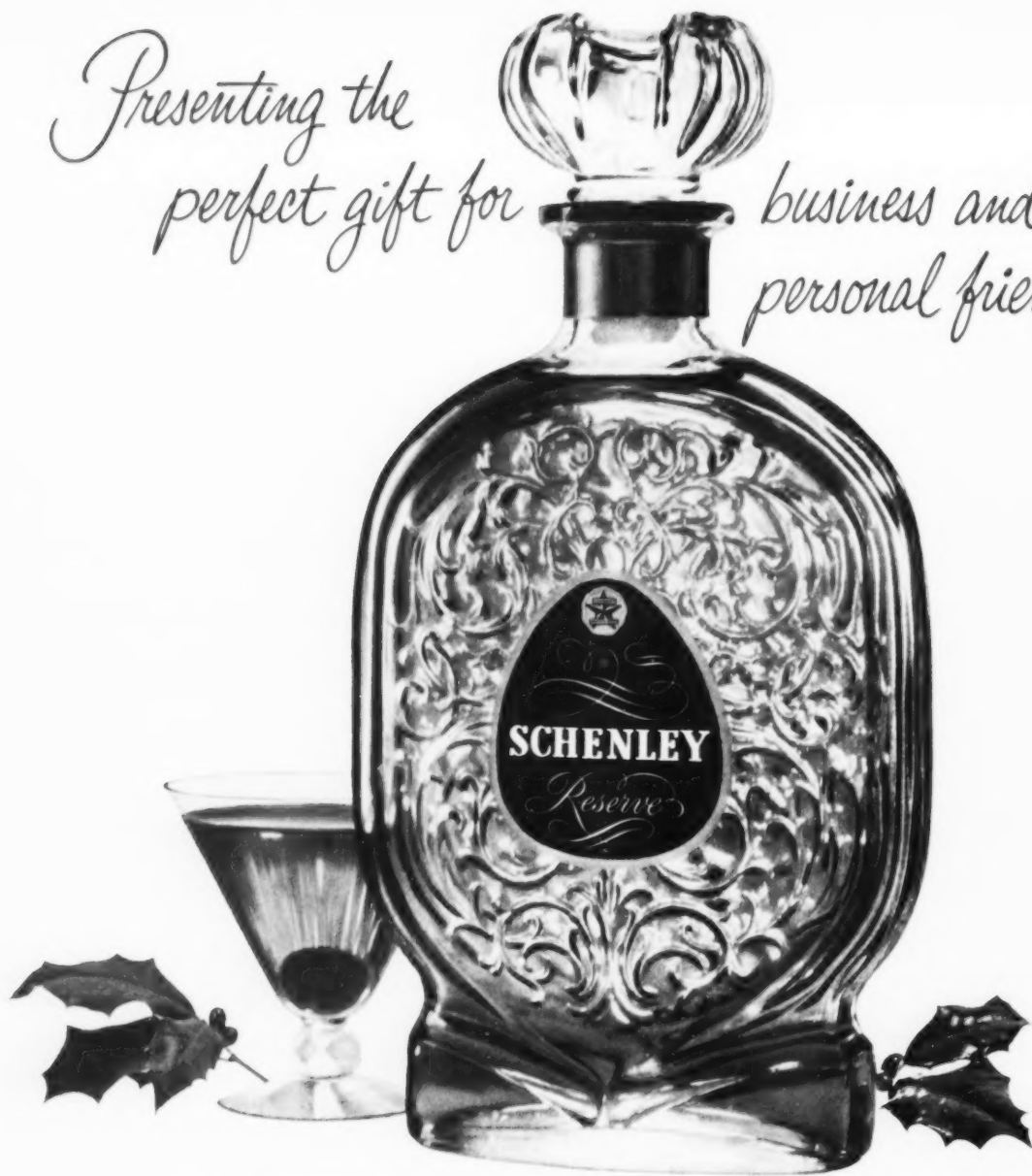
These 18 manufacturers
of welding, soldering and
brazing equipment and supplies
advertised in STEEL during 1952

Air Reduction Sales Company
Fred C. Archer, Inc.
Arcos Corp.
Weiger Weld & Co.
Div. Fauster Metallurgical Corp.
The Federal Machine & Welder Co.
General Electric Co.
Welding Equipment
Handy & Harman
Harnischfeger Corp.
Welding Division
K. S. M. Products, Inc.
Lincoln Electric Company
Lucas Milhaupt Engineering
Company
Metal & Thermit Corp.
Nelson Stud Welding Div.
Gregory Industries, Inc.
Seaky Bros., Inc.
The Taylor Winfield Corporation
Linde Air Products Company,
Div. Union Carbide & Carbon Co.
United Wire & Supply Corporation
Worthington Pump & Machinery
Corp. Welding Positioners

You advertise in STEEL to reach
all four buying influences



*Presenting the
perfect gift for business and
personal friends*



today's **SCHENLEY**
... the best-tasting whiskey in ages
in a gleaming, crystal-
bright decanter
at no additional cost

*Handsomely gift boxed
for convenient giving*



Hold the sleek decanter in your hands. Taste the subtle, satisfying flavor of the superb whiskey. You'll *know* it's the perfect holiday gift... one that will be enjoyed and talked about and remembered for years. Give Schenley, the gift that gives eloquent testimony to your own good taste!

The same fine whiskey is available, as always, in the distinctive Schenley round bottle.



MARKETING PICTOGRAPHS

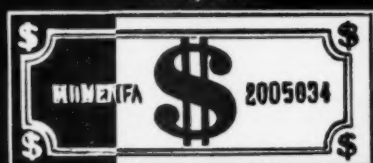
Planned by

Philip Salisbury Editor

Visualized and Designed
by Hile-Damroth, Inc.

EXTENSION OF EXCESS PROFITS TAX: ENCOURAGES **BIG PROMOTION** THIS FALL

If a company wishes to spend more this year to make more next year, when taxes are likely to be lower, the Excess Profits Tax is made to order. The law favors the most prosperous company, for this is what we risk when we spend a dollar for advertising or for any other sales activity during the balance of the year.



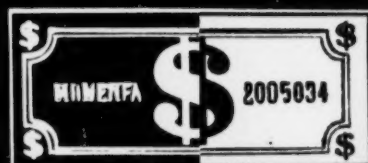
THE CORPORATION
MAKING UNDER
\$25,000

THE RISK
\$.70



THE CORPORATION
UNDER THE 70%
CEILING RATE

THE RISK
\$.30



THE CORPORATION
MAKING OVER
\$25,000

THE RISK
\$.48



THE CORPORATION
IN THE 82%
E.P. BRACKET

THE RISK
\$.18

There is a big pay-off in accelerating sales expenditures during the balance of 1953. Over a period of little more than a year, deferment can increase the cost of every \$1 spent in selling or advertising by 35 cents (from 18 cents to 53 cents).

But the money has to be spent this year; it can't be handled by setting up cash reserves.

Probably no company wants to pay Excess Profits taxes, but those companies in that bracket today need risk only 18 cents on the dollar to gain these advantages:

- 1
- 2
- 3
- 4

If the promotion is successful, the return (next year and after) will be taxed at a lower rate.

Added sales, once fixed costs have been met, will show an additional margin of profit.

Cash reserves must be built from profits after taxes, but customer reserves can be built from deductible expenditures.

By building more customers the company may insure stability of earnings.

PICTOGRAPH BY
Sales Management
9-15-53

Source: "Tax Shelter in Business" by W. J. Casey and J. K. Lasser, Business Reports, Inc., Roslyn, L. I., New York

EXTENSION OF EXCESS PROFITS TAX ENCOURAGES BIG PROMOTION THIS FALL 9-15-53

*greatest gain
shown by 225*

U.S. cities!

**DETROIT'S
RETAIL SALES
19% AHEAD
OF
LAST YEAR**

Detroit

Ask Detroit business men, "How's Business?"—and here are the answers you get:

For the first six months of 1953, automotive business was 33% ahead of a year ago. Department Stores went 10% ahead. Apparel and Furniture stores showed 13% increases. Appliance sales were up 36%. Lumber and hardware—each up 11%. Drugs and Gasoline—each up 5%. Jewelry—up 8%.

Means

Of the 225 U. S. Cities reporting total retail sales, DETROIT showed the greatest 6-months gain of all!

The reasons? • Detroit's population has shown a tremendous growth. • 18,164 new homes were built the first half of this year alone. • Almost 1½-million workers are employed. • Average factory wage rates are nearly \$90 weekly—highest of the nation's major markets.

Business

Ask The Detroit News, "How's Business?"—and here's your answer: For the first 8 months of 1953, linage gains of The News over the previous year were MORE THAN A MILLION LINES GREATER THAN THOSE OF ANY OTHER DETROIT NEWSPAPER! The leadership of The News in its home market is today more pronounced than ever.

450,054 Weekdays 552,238 Sundays ABC March 31, 1953

The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

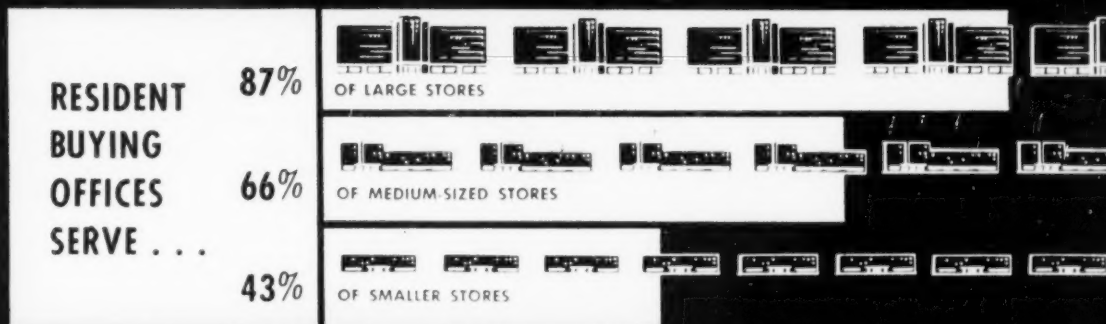
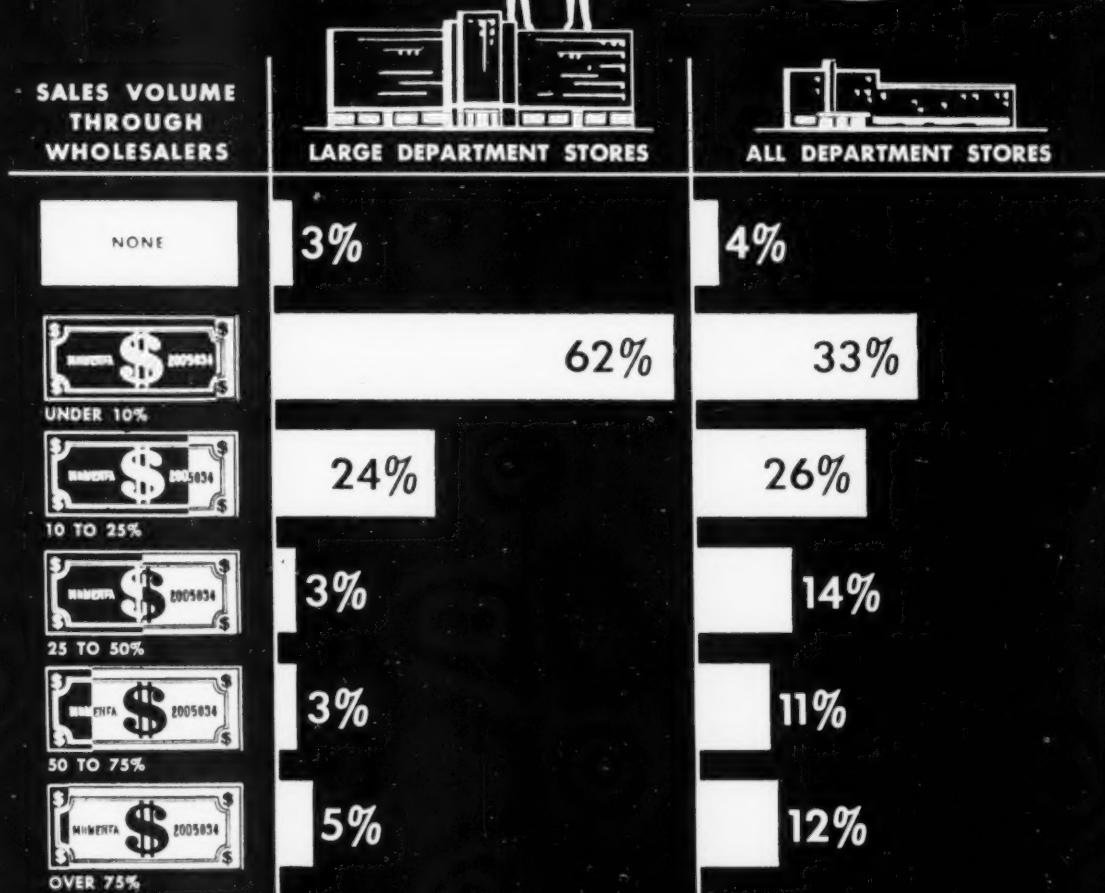
Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH

Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

TO SELL THE DEPARTMENT STORE: GO DIRECT OR THROUGH THE WHOLESALER?

It's a question that every manufacturer must answer for himself, but store buying practices are revealed in a current study of 1,309 stores whose operating heads were asked:

"Can you estimate approximately how much of your store's total sales volume is accounted for by purchases through wholesalers?"



PICTOGRAPH BY
Sales Management
9-15-53

Source: National survey by Frank X. Kiefer, editor, *Department Store Economist*

90.4% of the birds are



in hand!

Building product salesmen will tell you that the nation's active architects and engineers are elusive birds. And *only* P/A has been able to capture so many of them! We now offer you the undivided attention of 24,675 of these men who head up U. S. building product and equipment specification teams.

Among these P/A architect and engineer subscribers are the principals of firms designing 90.4% of the dollar volume of architect-designed buildings...as proved by a survey of projects now on the boards of architectural firms in all 48 states. *This is the largest verifiable coverage of the market ever offered by any magazine!*

But that's not all. P/A *alone* gives you top coverage of the *entire* specification team...including 10,769 designers and draftsmen. (And don't let anybody tell you otherwise...these fellows have a *lot* to say when it comes to specifying!)

For the full story, write or phone your P/A representative today.

***Architecture's most
widely read magazine . . .***

Progressive Architecture

Reinhold Publishing Corporation
330 West 42nd Street
New York 36, New York

World's largest publisher of architectural books

13 INDUSTRIES WIDE OPEN TO LEADERSHIP

Every other year for the past ten years a Philadelphia advertising agency has polled representative consumers on their knowledge of brand names. This year's survey among 2,511 persons in the \$4,000 and over income group was made in Philadelphia, Chicago, St. Louis, Dallas and San Francisco, and covered 39 important department store and specialty items.

HERE ARE 13 INDUSTRIES WHERE LESS THAN HALF OF THE CONSUMERS COULD RECALL ANY BRAND NAME:

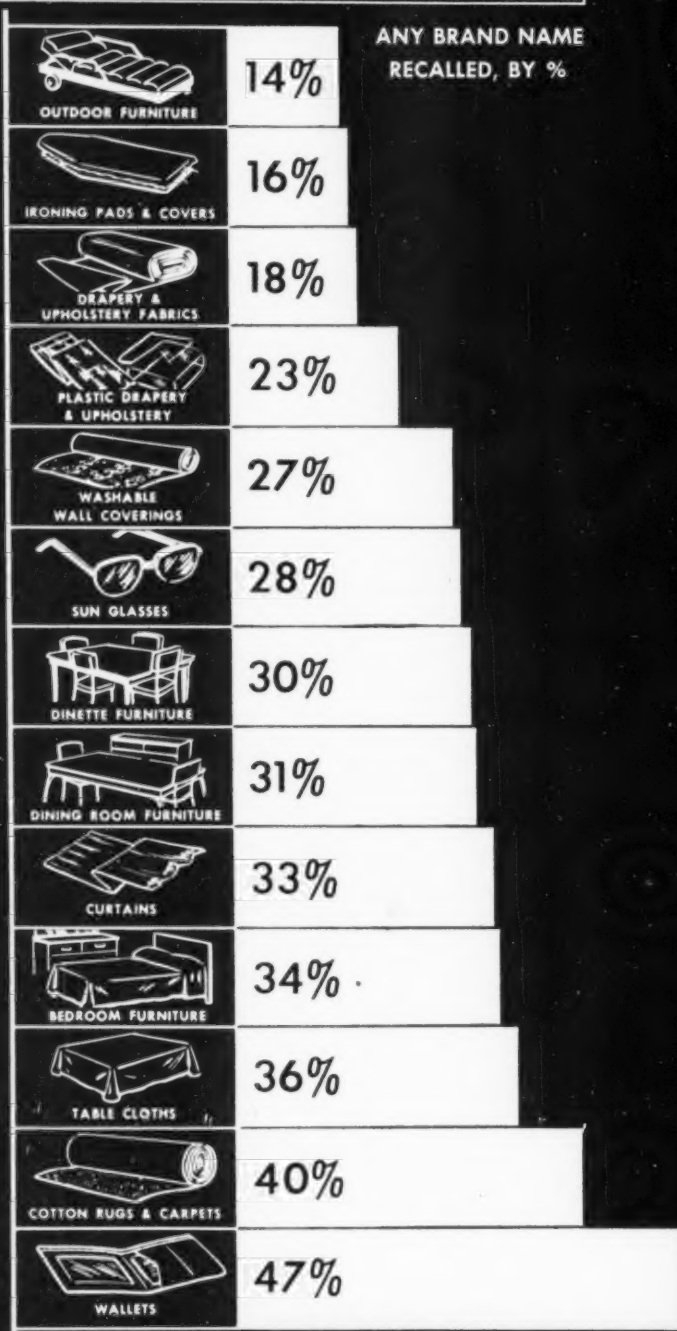
GENERAL CONCLUSIONS:

1. Both men and women are more brand-name conscious than ever before.
2. Consumers frequently associate brand names with allied products not made by the brand name manufacturer, thus suggesting opportunities for expansion in a pre-sold market.
3. In a number of product classifications there are NO brand leaders, which suggests that in these industries a great possibility exists for a manufacturer to emerge with a dynamic sales campaign and dominate the field.

OTHER INDUSTRIES,

where less than two-thirds could recall any brand name include:

WOOL RUGS & CARPETS
BED SPREADS
CHILDREN'S UNDERWEAR
MEN'S SPORTSWEAR
LIVING ROOM FURNITURE
TABLE GLASSWARE
CEDAR CHESTS
MEN'S WORK CLOTHES
HARD SURFACE FLOOR COVERINGS
MEN'S SUMMER SUITS



EIGHT

out of every TEN

Detroit area families

who read

The Detroit Times everyday

have their favorite newspaper

—The Detroit Times—

delivered DIRECT to their home

by regular carrier boys.

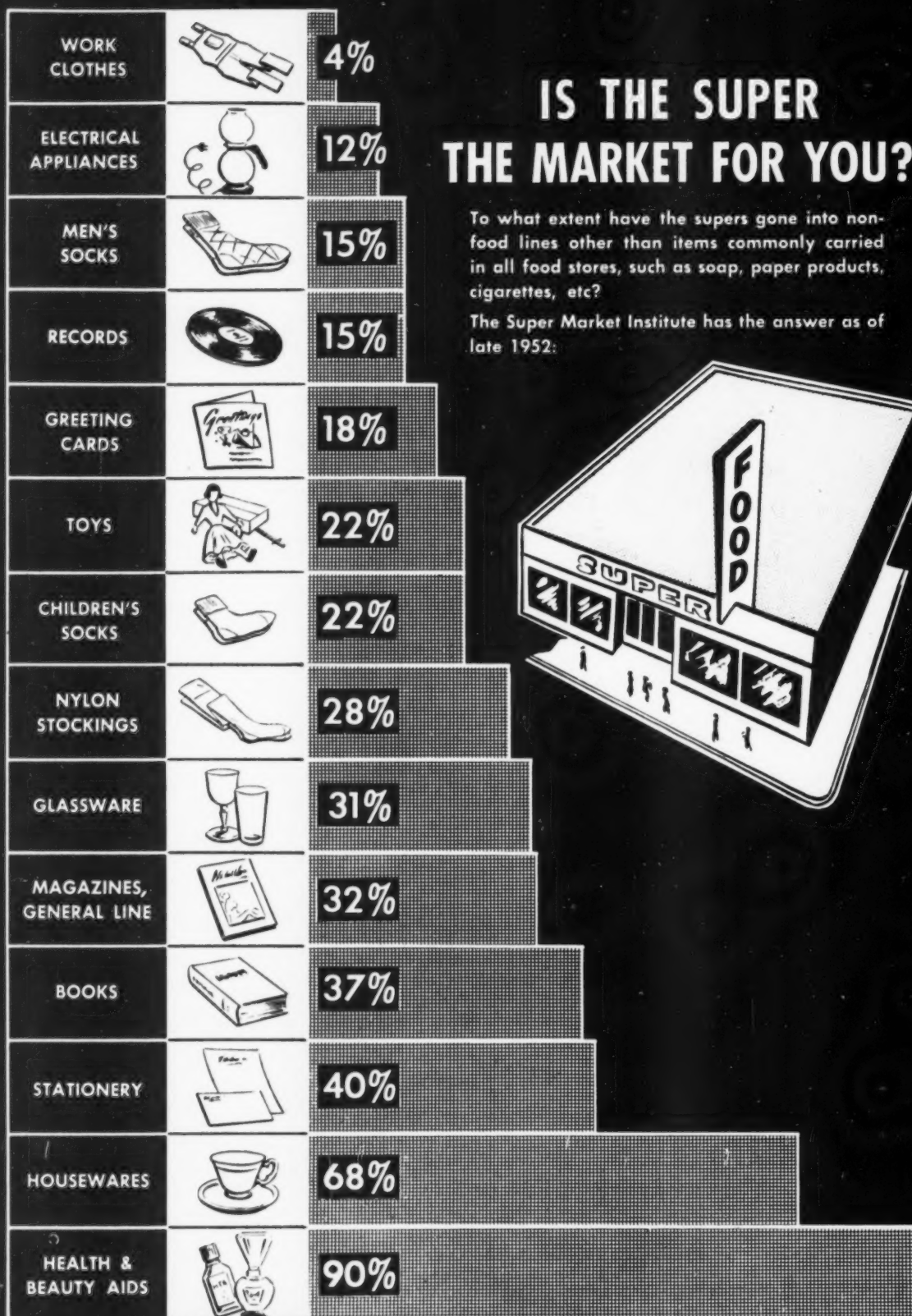
In the home

is where sales are made.

*The Detroit Times "HALF" of the Detroit Market
Is Just as Important as the "Other Half"*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

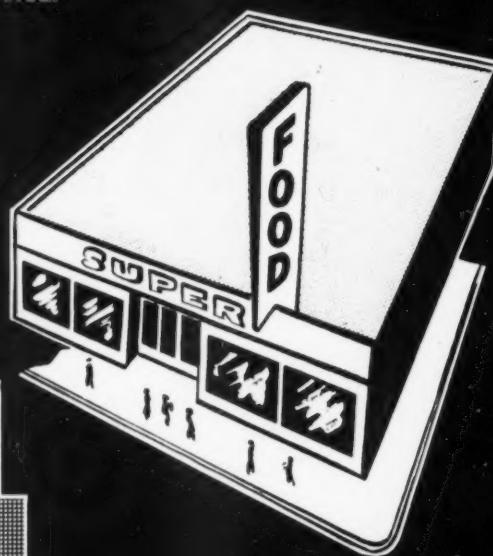
% OF SUPERS CARRYING

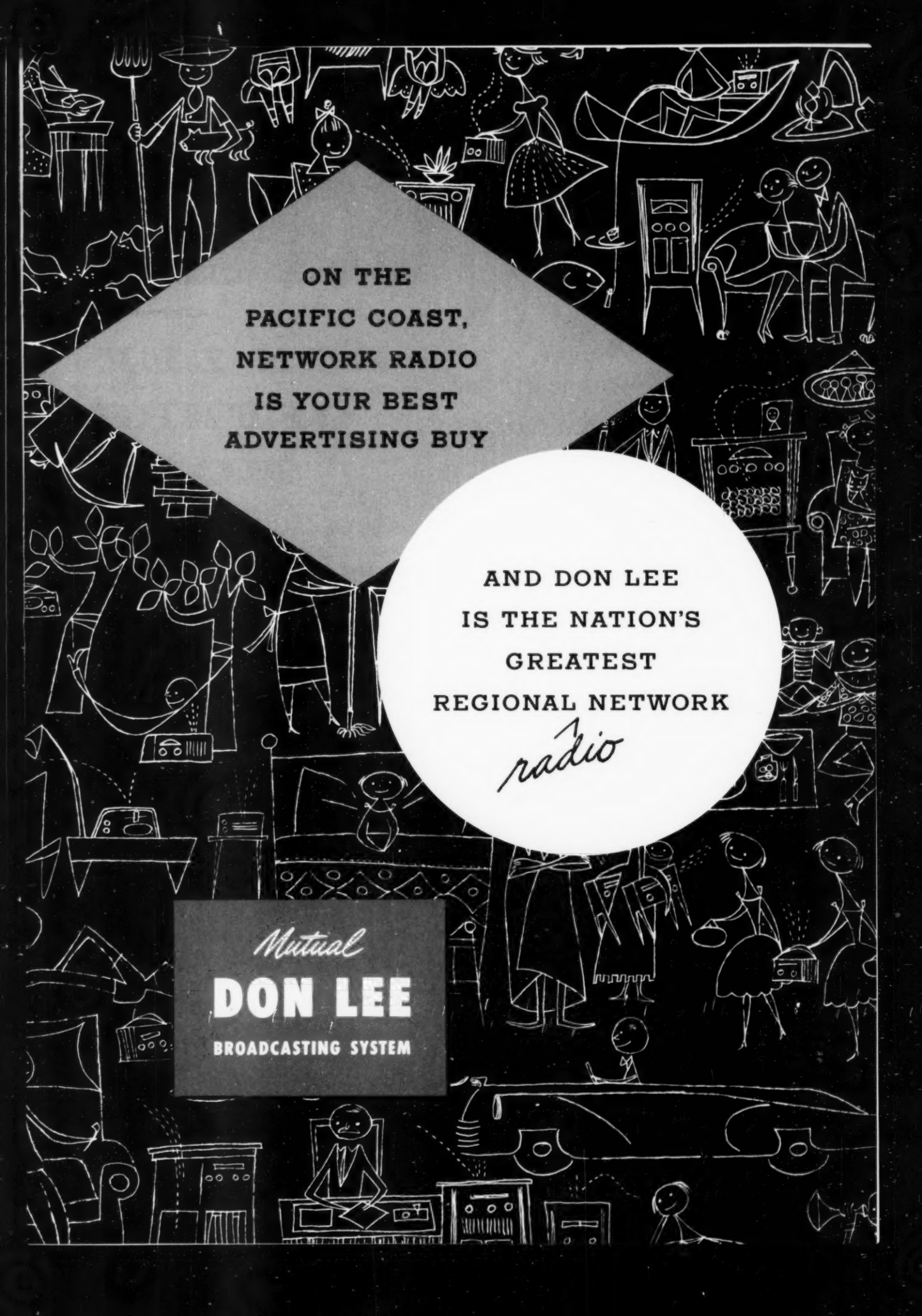


IS THE SUPER THE MARKET FOR YOU?

To what extent have the supers gone into non-food lines other than items commonly carried in all food stores, such as soap, paper products, cigarettes, etc?

The Super Market Institute has the answer as of late 1952:



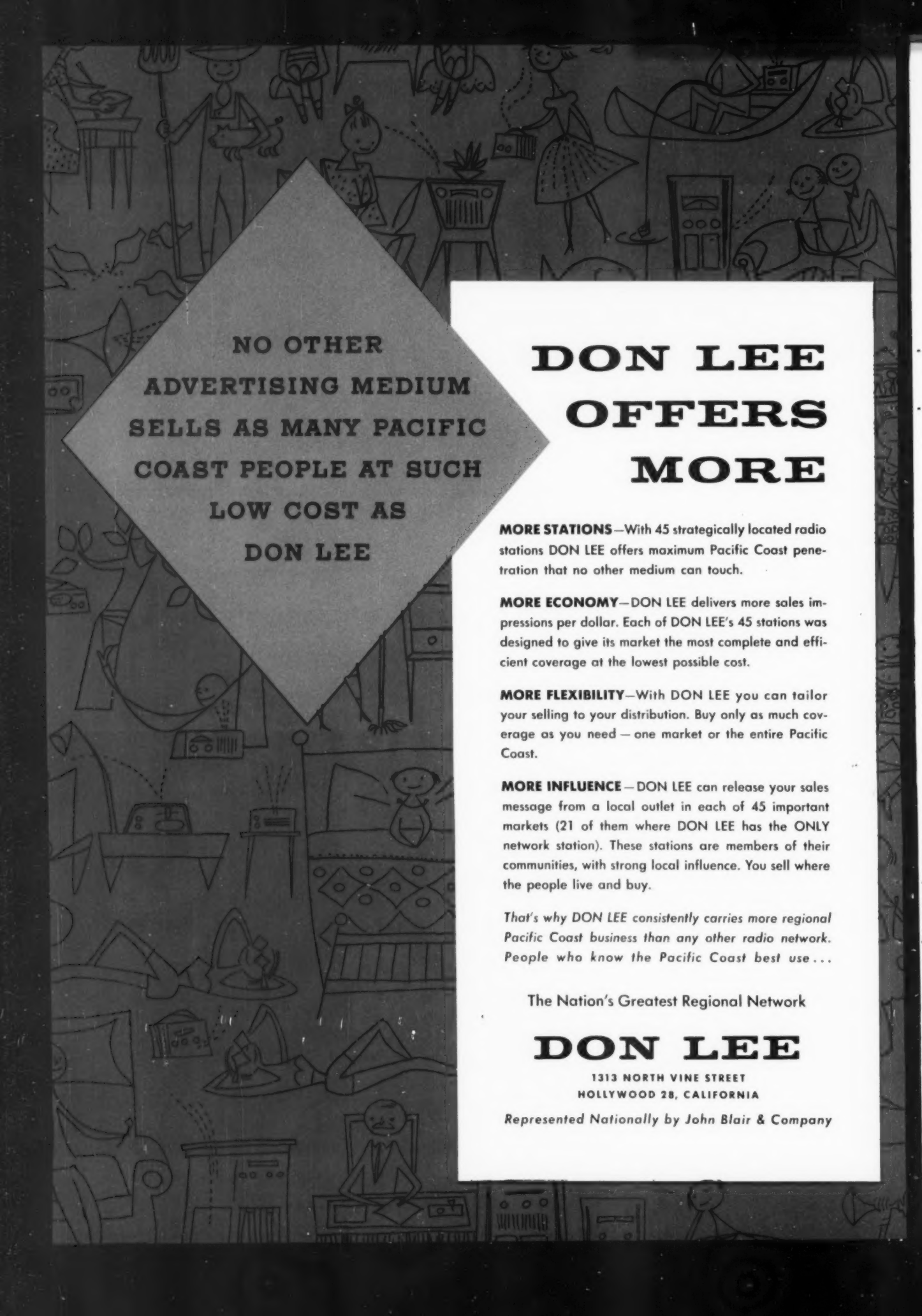


ON THE
PACIFIC COAST,
NETWORK RADIO
IS YOUR BEST
ADVERTISING BUY

AND DON LEE
IS THE NATION'S
GREATEST
REGIONAL NETWORK

radio

Mutual
DON LEE
BROADCASTING SYSTEM



**NO OTHER
ADVERTISING MEDIUM
SELLS AS MANY PACIFIC
COAST PEOPLE AT SUCH
LOW COST AS
DON LEE**

DON LEE OFFERS MORE

MORE STATIONS—With 45 strategically located radio stations DON LEE offers maximum Pacific Coast penetration that no other medium can touch.

MORE ECONOMY—DON LEE delivers more sales impressions per dollar. Each of DON LEE's 45 stations was designed to give its market the most complete and efficient coverage at the lowest possible cost.

MORE FLEXIBILITY—With DON LEE you can tailor your selling to your distribution. Buy only as much coverage as you need — one market or the entire Pacific Coast.

MORE INFLUENCE—DON LEE can release your sales message from a local outlet in each of 45 important markets (21 of them where DON LEE has the ONLY network station). These stations are members of their communities, with strong local influence. You sell where the people live and buy.

That's why DON LEE consistently carries more regional Pacific Coast business than any other radio network. People who know the Pacific Coast best use...

The Nation's Greatest Regional Network

DON LEE

1313 NORTH VINE STREET
HOLLYWOOD 28, CALIFORNIA

Represented Nationally by John Blair & Company

How to Build Your Volume With Manufacturer Agents

A "Rep" spells out 12 ways to establish a happy and productive relationship. How well do you practice each one?

BY MARVIN LEFFLER

Like the majority of sales managers today the rapid return to a buyers' market has made you cost-conscious. You recognize that if your sales expense is too high, your competition uses the edge to outprice and outsell you. But you're more fortunate than some of your fellow sales managers.

So you join the trend which, since 1940, has made possible a 77 percent increase in the use of manufacturer representatives. You take this step for one or several reasons:

1. You need national distribution quickly to make up for the satiation of the market areas into which you poured most of your production during the easy sellers' market.

2. Your company lacks the resources to engage a national network of salaried, full-time salesmen.

3. You want to peg your sales cost at a fixed level. The representative pays his own expenses and derives his income by an accumulation of commission checks from his several principals. If the commission you pay is 5%, your sales cost does not vary whether your agent sells 10 cents' or a dollar's worth of material.

4. You want to save the time and trouble of recruiting, selecting, and training a group of salaried salesmen.

5. You want to engage men of high caliber who would be far out of your reach if you were to attempt to hire them on a full-time basis.

Whatever the reason, you've made your choice. You decide to sell through established manufacturer representatives. Is this a wise decision? Will you forge ahead to greater volume at lower costs than you dreamed possible, or will your sales slip show and expose charted curves in the poorest light? It all depends on you.

Many businesses have prospered and grown while using agents to sell

their products; some have failed. There are good and bad representatives just as there are good and bad manufacturers. Sales success is not automatic whether you use full-time salesmen or manufacturer representatives; neither is failure.

An old refrain points out that "it's not what you do but the way that you do it." To paraphrase, it is not a question of whether agents, as a group, can achieve maximum sales; it is the way you handle them that is decisive. Here, then, is one agent's recommendations as to how you, as a sales manager, can get the best results when using manufacturer representatives:

1. Select Your Representatives Carefully

When you put on an agent to handle your products in a territory, you are placing your sales future in his hands. While you will pay him nothing if he fails to bring in the orders, you have no way of measuring the volume of business which may be lost because of inept representation.

In a crucial game, the baseball manager doesn't know if the relief pitcher will retire the opposing batters, but he plays the "percentage" by signaling to the bullpen for the best available man. Your position is much the same. You can't be certain that any particular representative, no matter how good his reputation, will click. But the percentage is in your favor if you screen applicants carefully, interview them personally, verify their performance records and, finally, choose one who appears best suited to your products, and your customers.

2. Avoid the Temptation to Retain House Accounts

If you want to rationalize, you can find many reasons to justify your desire to omit from your representative's territory some of the better accounts. Perhaps you have been service-

ing them yourself and feel that your choice customers will resent the withdrawal of your personal attention. Whatever the reason, you cannot expect loyalty and total coverage from your agent unless you give him full credit for every order secured from his territory.

The kind of representative you want would be reluctant to handle your line if you insisted on holding out the "cream" accounts. You cannot, of course, permit your agent to handle products competitive to yours. How, then, can you expect him to forfeit that portion of the territory's potential volume which would come from the accounts you retained?

3. Give Your Agents and Yourself Contractual Protection

It won't be easy for you to sell top management the idea of permitting you to sign a contract with the representatives you select. Many executives seek and accept the advantages of representative distribution, but avoid, if possible, the assumption of a written obligation. It is up to you to convince your superiors that if an agent's services prove valuable to you they might be equally desirable to a competitor. The contract is not a one-sided instrument.

Your relationship with your agents will not only lack dignity if it can be quickly abrogated, but you and they are bound to adopt habits born of irresponsibility. Unless a contract exists you may, for example, comfort yourself with the thought that you can choose almost anyone to represent you, since you may release an agent summarily if he proves incapable. The representative, in turn, may be tempted to milk a line and drop it when it sours.

The contract may be so drawn as to protect you from being saddled indefinitely with a poor agent. You may retain the right to terminate promptly with representatives who fail to achieve prescribed sales quotas. At the same time, you can gain the respect and utmost cooperation of successful agents by protecting them against the arbitrary withdrawal of the line.

4. Accept the Fact that You Are Not Entitled to All of the Agent's Time

As a rule, representatives will carry seven or eight different lines and they owe equal allegiance to all of their principals. They would have little time left for selling if each manufacturer required them to submit extensive and, often, meaningless reports. Don't squander the time

Marvin Leffler is author "How to Become a Successful Manufacturers' Representative." He is executive vice-president, Continuous Sales Corp., Long Island City, N.Y.

**The Buffalo
Courier-Express
carries
much more
Men's Store
(and Women's Store)
Advertising
than any other
Paper in
Western New York**

**MEN'S STORE
ADVERTISING 1952**
Daily 717,122 lines
Sunday 112,990 lines

**ROP Full Color available
both Daily & Sunday**

**BUFFALO
COURIER
EXPRESS**

Western New York's
Only Morning and Sunday Newspaper
**REPRESENTATIVES:
SCOLARO, MEEKER & SCOTT**

they allocate to your products by burdening them with routine paper work.

5. Rule Out Cut Commissions

Once you have established the rate of commissions to be paid your agents, don't renege and cut the commission when the orders have been secured. The few manufacturers who indulge in this practice would never hire a secretary for \$50 a week and then blandly put only \$40 in the pay envelope. Yet, this in effect, is precisely what they do when they cut a commission. Like all businessmen, the representative is entitled to a fair return for his efforts, and once a scale for payment has been established, he will not agree to unjust changes. If he is experienced he will find a way to get what is due him, and you will not only lose his services but the good will of customers as well.

Of course, there are unusual circumstances which dictate rate changes. Should you be faced with the absolute necessity for so doing, consult your agents before they can take new orders and solicit their understanding. It will eliminate the necessity for an arbitrary adjustment at a later date.

6. Pay Commissions on Time

An agent who was recently asked why he had given up a line replied: "The manufacturer handled my commission checks as though they were relief payments rather than compensation for services rendered. I got tired of fighting for what was due me."

Representatives maintain their own businesses with fixed items of overhead and running expenses, and they need and should receive their earned commissions on time. Although they will be patient, in most cases, they may put forth their best efforts for the principals who compensate them on a regularly scheduled basis.

7. See that Orders Are Shipped Promptly

Nothing discourages an agent faster than to secure orders only to find that it takes weeks for shipment to be made. He doesn't get paid until the merchandise is invoiced. If you are tardy in shipping, the representative might conclude that you don't need too many orders to keep your production wheels turning and he will slacken his efforts. Your best plan of action is to keep your representative posted on how many units of your product can be allocated and

shipped to his territory each week. This will not only give him a goal to shoot for but will help him to build better customer understanding of your shipping problems.

8. Answer Correspondence from Representatives Promptly

The large number of manufacturers who fail to answer agents' inquiries promptly is surprising. Not every question which may be raised in a representative's letter can be answered immediately, but a day or two should be sufficient time to get a reply into the mails. This is not only a matter of courtesy. You cannot expect your agent to know what action you wish him to take in every situation. When he writes you an order may be at stake, a customer may be shifting his allegiance to a competitor because of price or product differentials, or a matter of technical importance in the field may have arisen. You can serve your representative and yourself best by promptly answering his letters. If you fail to do so, you may force him into making a quick decision which may not be to your liking.

9. Go Easy on the Pressure

Your job as sales manager makes it mandatory for you to prod your representatives occasionally. You're trying to increase volume and no competent agent will resent your suggestions. But you might overdo it and your sales will plummet rather than pyramid. The agent lives on volume. He'd like nothing better than to sell a million of whatever it is you're manufacturing. But he knows the limitations of his territory. To set unattainable quotas is unrealistic. If orders are falling off, he probably knows the reasons and it would be better to consult with him than to mail him inspirational literature and a "go-get-em" letter.

10. Treat Your Agent as King in His Own Domain

You have the 48 States to worry about and can't possibly know as much about the day-to-day goings on in each of them as the representative you have assigned to the territory. He'll welcome your visits and you should, by all means, make them frequently. But he'll fight you all the way if you try to run his territory for him. Make sure he's with you when you visit his customers; don't quiz the salesmen who work for him unless he's around; and, above all, don't try to show him up by bringing in a hot price and picking up orders

SALES MANAGEMENT

he could have had long ago had you given him a deal half as good. Treat your agent as king in his own territory. It costs you nothing and can make for a very happy fellow when the vice-president in charge of sales looks over your year-end record.

11. Don't Run In and Out of a Market

You can't always meet competition, but you should be consistent in your pricing policies. Some manufacturers run into a market when they need volume and will accept almost any price to get business. When the production picture changes, they pull up stakes and go into seclusion. They set the prices up so high they're prohibitive. For the representative, this feast-or-famine policy creates many problems but the major one is that of holding customer loyalty during the "nothing doing we'd be crazy to take it at that price" periods. If you want your agents to remain on tap for the times when you most need volume, you have to give them a chance to earn commissions the year 'round.

12. Keep Smiling — Even When the Commission Check Is Big

You're only human if you resent the fact that a crack agent's annual gross take in commissions is sometimes larger than your salary. Occasionally, he'll even walk away with more money than the Chairman of the Board. But in calmer moments you'll thank your lucky stars that the ace volume producer is on your side. It could be worse. He might be receiving the big checks from your competitors and what would that do to your sales chart?

Remember, though, that his commissions are not all profit. He has his own salesmen and office staff to pay. He picks up the tab on all entertainment and car expenses. He rents his own office, pays a variety of business taxes, and has to support himself when you can't or won't ship to his market.

The temptation is terrific to fire the representative who does too good a job. You sharpen the pencil and figure that for the \$25,000 or more you're handing out in commissions to Mr. X every year, you could run your own sales office in his territory, put on a \$10,000-a-year salesman, and reduce your sales cost to a fraction of the present bite.

Even if your conscience permitted you to reward real productive effort which has cost you no more, percentage-wise, than a weaker perform-

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in Nebraska and Western Iowa**

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with 2 billion dollars to spend**

Omaha World-Herald

250,832 daily . . . 258,372 Sunday

Publishers Statement for March 31, 1953

O'MARA & ORMSBEE, National Representatives

*Home delivered
in 1141 towns*



ance, your sound business judgment should deter you from taking the frequently "fatal" step. Mr. X might be bringing you \$500,000 of business each year, but that doesn't mean your own salaried salesman could walk in and take over—unless you have no competition. Chances are that Mr. X would pick up a competitor's line and still do his half-million dollars of business—most of it at your expense.

It has not been the writer's purpose to criticize sales managers who supervise representatives, nor to suggest that agents are an independent group to be handled "with kid gloves." But accurate reporting compels the admission that the motive has been simply this: The relationship between many representatives and their principals is far from perfect. In some cases they tend to treat each other as opponents rather than as allies. The prime reason for this widespread lack of cooperation is the lack of understanding of respective responsibilities. The case for the manufacturer and his sales manager has been frequently presented, but the viewpoint of the representative has not often been expressed.

For manufacturers of many commodities, representative distribution can be the most economical and effective means of increasing sales volume. If your products can be handled successfully by agents, you'll get better coverage and more for your money if you follow the recommendations which have been made. The representative will work harder and do more for the sales manager who understands his problems and treats him fairly.

COMING

Management By Committee: How It Works

Is decision-making actually speeded up? Why are junior executives brought into policy matters? How does the president exercise his traditional authority to make spot decisions?

**By Charles W. O'Connor • Pres.
Compo Shoe Machinery Corp.**

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to this ...



*a winning combination
for the advertisers of:*

Something dramatically new has been added to this old standby! OFFICE EXECUTIVE now guarantees an ABC audited paid circulation of more than 14,000 office managers, general managers, company officials, purchasing agents and other key executives who spend millions each year for products and services to run their offices. Make sure you get all the facts.

"Office Executive" ABC circulation 14,277

(December 1952 audit)

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132 West Cheltenham Avenue, Philadelphia 44, Pa.

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BUSINESS FORMS
BUSINESS SYSTEMS**



HALF THE BATTLE for sales is getting people into the store, says Armstrong. Stores are advised to budget 4% of annual sales on displays, advertising and promotion.

What Can We Do To Grade-Up Our Dealers?

Armstrong's management manuals and bulletins provide one practical answer. Principles presented in them are based on field studies of retail operations in specialty, furniture, department stores, and among flooring contractors.

An interview by Alice B. Ecke with
R. C. STABERN
Director, Bureau of Merchandising
Armstrong Cork Co.

Dusty corners in retail outlets all over the country are being converted into profitable selling departments as a result of a direct mail program based on a survey of retailing operations conducted by Armstrong Cork Co. (Lancaster, Pa.).

The objective of the program is to improve management operations in four major types of outlets selling the Armstrong line of resilient floor and wall coverings: specialty, furniture and department stores and flooring contractors. From results so far, Armstrong is convinced that a continuation of the program for the next few years will . . .

1. Provide a powerful weapon for encouraging the sale of "professionally installed" floors.
2. Build up the loyalty of dealers by teaching them how to make more money selling resilient floor and wall coverings.
3. Equip company and wholesaler salesmen with facts, figures and a springboard which they can use to develop aggressive, loyal key accounts.
4. Grade-up dealer operations by (a) getting dealers to raise their sights; (b) showing them how to advertise, merchandise and sell; (c) preselling them on merchandising plans from which they can benefit;

(d) teaching wholesaler salesmen more about retail operations so they can sell retailers more effectively; (e) selling the idea of good installation facilities, the lack of which currently hampers the sale of some of the company's products.

"The problems that face the retailer today are terrific," R. C. Stabern, manager of Armstrong's Bureau of Merchandising, points out. "They are not problems that can be solved by any one cure-all. They can be solved only by steady plugging toward a future goal."

How was it determined where that future goal is?

"Before we could decide, we had to find out a lot about the retail situation today," says Stabern. "After we did that we conducted a survey of retailers throughout the country during 1952 . . . and collected more facts on the retail scene than we ever did before. It was a real cross-section."

Questionnaires were designed to take up as little of retail management's time as possible. Average time required to fill out the questionnaire sent to furniture stores was 17 minutes.

Here are some of the facts which the survey dug up:

Specialty stores: The average total sales for last year's operations, \$134,940. Fifty-five per cent are in cities less than 100,000; 25% in towns less than 25,000. Ninety-two per cent have their own installation crews. Forty-nine per cent pay their salesmen a salary, 32% salary and commission, 40% straight commission. Thirty-five per cent of smooth surface sales are to man and wife combinations. Average labor cost per installation only 28% of selling price.

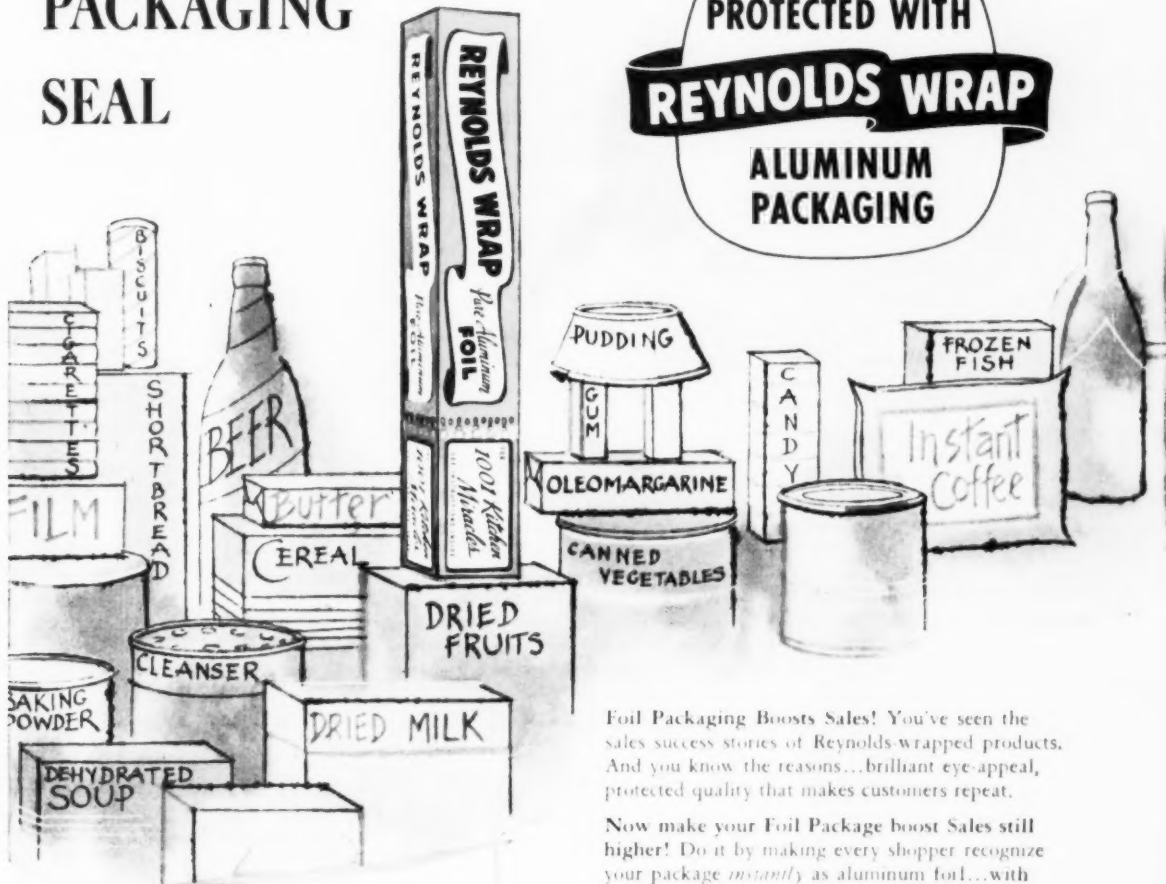
Furniture stores: Seventy per cent are located in cities less than 20,000 population and only 4% in cities of over 500,000 population. Thirty per cent plan resilient flooring departmentalization. They sell 43% of their asphalt tile over the counter, 34% of linoleum and 38% of quality tiles. Sixty per cent pay their salesmen straight salary; 29% salary and commission; 5% straight commission. Average a 39.6 markup on selling price.

Flooring contractors: Their operations are not confined to the big cities. In fact, 32% of the firms surveyed are located in cities of 100,000 population or smaller. Total volume of sales last year: 18% under \$50,000; 25%, \$50,000-150,000; 20%, \$150,000-300,000; 7%, \$300,000-400,000; 8%, \$400,000-500,000;

Something New and Sensational on the Packaging Horizon...

THE REYNOLDS WRAP PACKAGING SEAL

QUALITY
PROTECTED WITH
REYNOLDS WRAP
ALUMINUM
PACKAGING



Reynolds will promote this seal in National Consumer magazines and on the Peabody-Award-winning TV show "Mr. Peepers" ...22 million viewers! Also special trade promotions. Take advantage of the name **REYNOLDS WRAP** women know best as aluminum "packaging" ...to proclaim that your product is protected and displayed by the finest packaging known!

Foil Packaging Boosts Sales! You've seen the sales success stories of Reynolds-wrapped products. And you know the reasons...brilliant eye-appeal, protected quality that makes customers repeat.

Now make your Foil Package boost Sales still higher! Do it by making every shopper recognize your package *instantly* as aluminum foil...with *instant* knowledge of the superior quality foil guarantees.

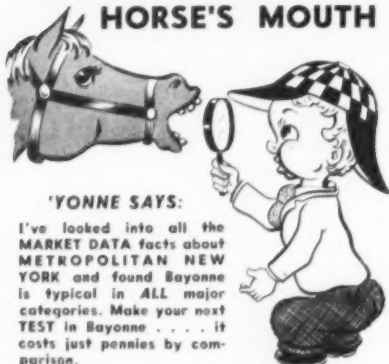
New Way to this Extra Sales Power! Women know aluminum foil best as Reynolds Wrap. Reynolds Wrap has taught them *personally* the superior protection of foil. Identify your package as "Reynolds Wrap packaging" and you add *conviction of quality* to eye-appeal...extra Sales Power!

The REYNOLDS WRAP PACKAGING SEAL... a *million-dollar salesman, FREE!* Powerfully promoted, this Seal is backed by the millions put into Reynolds Wrap. Put it on your package. Tie it into your advertising. Call the nearest Reynolds Sales Office or write Reynolds Metals Company, General Sales Office, Louisville 1, Kentucky.

SEE "MISTER PEEPER," starring Wally Cox, Sundays, NBC TV Network

REYNOLDS ALUMINUM

RIGHT FROM THE HORSE'S MOUTH



'YONNE SAYS:

I've looked into all the MARKET DATA facts about METROPOLITAN NEW YORK and found Bayonne is typical in ALL major categories. Make your next TEST in Bayonne . . . it costs just pennies by comparison.

Send for the revised 1953 up-to-the-minute MARKET DATA FOLDER

"BAYONNE CANNOT BE SOLD FROM THE OUTSIDE"

THE BAYONNE TIMES

BAYONNE, NEW JERSEY

Nationally Represented By

BOGNER & MARTIN

MANAGEMENT looks to the ACCOUNTANT

... for advice in the area of record-keeping, reporting, insurance and finance.

Send for "the 3rd party to a sale"

The
**JOURNAL of
ACCOUNTANCY**
August 1953

CIRCULATION
63,066
ABC

EST.
1905

— America's foremost accounting and financial management magazine —

270 MADISON AVE.
NEW YORK 16, N. Y.

**transportation costs
adding up to headaches?**

2 3 4 7 9 9

Free yourself of the expense and trouble of maintenance, bookkeeping, capital investment. ■ **FLEET RENTAL** is the modern business way of enjoying uniform new car fleets at lowest cost.

Town Auto Rentals design special plans for individual fleet needs. All costs **TAX DEDUCTIBLE**. ■ Immediate delivery of new 1953 autos.

Write for TOWN folder.

TOWN AUTO RENTALS, INC.
401 North Broad Street, Philadelphia 6, Pa.

Market 7-7936

Backed by 32 years of auto service

Reduce selling cost . . . pay salesmen more

2% Commission on All Sales Over \$4,000

Total Monthly Sales	Monthly Selling Costs As % Of Sales	Total Monthly Salary And Commission
\$ 4,000	6.0%	\$240
5,000	5.2	260
6,000	4.7	280
7,000	4.3	300
8,000	4.0	320
9,000	3.6	340
10,000	3.6	360

3% Commission on All Sales Over \$4,000

Total Monthly Sales	Monthly Selling Costs As % Of Sales	Total Monthly Salary And Commission
\$ 4,000	6.0%	\$240
5,000	5.4	270
6,000	5.0	300
7,000	4.7	330
8,000	4.5	360
9,000	4.3	390
10,000	4.2	420

4% Commission on All Sales Over \$4,000

Total Monthly Sales	Monthly Selling Costs As % Of Sales	Total Monthly Salary And Commission
\$ 4,000	6.0%	\$240
5,000	5.6	280
6,000	5.3	320
7,000	5.1	360
8,000	5.0	400
9,000	4.9	440
10,000	4.8	480

In this table Armstrong shows department stores how the total direct sales costs go down below 6% as volume increases. The base monthly salary in each case is \$240. Some stores pay their salesmen a flat commission on all sales with a small added percentage on all sales resulting from measuring and estimating in the home. The extra percentage encourages the salesmen to make more productive outside calls. Salesmen have the incentive to give extra effort—extra effort produces extra business.

6%, \$500,000-600,000; 3%, \$600,000-700,000; 4%, \$700,000-800,000; 4%, \$900,000-1,000,000; 3%, \$1,000,000-1,500,000; 2%, over \$1,500,000. They get 42% of their jobs from bid and proposal; 24% from repeat business from consumers previously sold; 17% where sales efforts create the demand; 17% from contractor invitation. (no general bidding involved). They pay mechanics \$2.42 an hour — about 27 cents more than in 1950. Average inventory last year was about \$23,000.

Department stores: Seventy-five per cent are in cities of less than 100,000. Fifty-eight per cent have their own installation service. They install 68% of the linoleum they sell, 52% of the asphalt tile and 59% of the quality tile. Forty-three per cent make a profit on installation service; 40% break even. Forty per cent pay their salesmen straight salary, 46% salary and commission, 14% straight commission. Eighty-one per cent do less than \$50,000 a year, and turn their

resilient flooring and wall stock 3.5 times.

"Our survey covered a lot of ground," Stabern points out, "but the findings shake down to these three general conclusions:

"1. Most retailers throughout the country are completely on the fence as to whether their best bet for the future is to push installed floors, lay-it-yourself floors, or attempt to follow some kind of middle-of-the-road course.

"2. Retailers fear competition.

"3. Retailers need management help. They need a strong shoulder to lean on while they set up guide posts for the future and put their houses in better order."

But what about telling retailers how to run their businesses? How do they take it?

"On first thought that might seem like a valid reason for our doing nothing," says Stabern. "But looking at our survey returns, especially marginal notes, we note that retailers are hungry for information.



YOU CAN STILL "STRIKE IT RICH" IN OUR COUNTRY

All signs seem to point to razor-sharp competition ahead in metropolitan as well as farm markets. So this is the precise time to take a look at the 16,000 Small-Towns of GRIT-America.

This is fertile territory—with great sales-potential—in a market larger than Buffalo, Cincinnati, Kansas City, Minneapolis and Seattle—combined.

These 16,000 Small-Towns, for the most part, have no daily newspapers. Here more than 3½ million people read GRIT each week.

They are better than average customers. (4.2 members per family as compared with the national average of 3.5) They use one-fourth more toothpaste than most U. S. families.

The same goes for cereals, soaps, lots of other things.

By advertising in GRIT your sales-message gets dominance—it's far freer from competition. Your product really stands out.

This, then, explains why "claims" are paying off richly in GRIT-America.

If you'd like to know more—we'll be glad to show you case history after case history on how other advertisers have struck it rich in our country.



YES—YOU CAN STILL STRIKE IT RICH IN OUR COUNTRY!



WILLIAMSPORT, PA.

Represented by Sclaro, Mecker & Scott in New York, Chicago, Detroit, Philadelphia and by Doyle & Hawley in Los Angeles and San Francisco.





Sample No. E-56
Size closed
3" x 4 3/8"

Not just during the Holiday Season . . .

but all through the year, give memo books to your customers—distribute them at meetings, conventions and your trade shows. Have your salesmen give them out on their calls or insert them with your mail.

With your ad gold-stamped on the front cover and additional advertising copy printed on the inside of the cover, these memo books put your name right in the hands of the people you want to remember you.

Available in various colors and grains of genuine and imitation leather. Tell us how many you can use and we'll send a sample and give you full cost information by return mail.

ADVERTISING CORPORATION OF AMERICA

TWO PARK AVENUE • NEW YORK 16

Factory • Easthampton, Massachusetts

"As to whether giving this help is our responsibility, we do not believe there is room for argument. The primary function of our wholesalers is service. If retailers rely on them for things other than mere transmission of goods from factory to them, they will be first in their minds when they buy goods. The same principle applies to the manufacturer."

Specifically, what kind of help do retailers want today?

"Their first concern is competition," Stabern explains.

"Talk to the average retailer about eliminating competition and he either thinks immediately of all his competitors suddenly going out of business or of being able to sell at a price his competitors cannot reach. Both, of course, are flights of wishful thinking. There always will be competitors. And no matter what the price is, there always will be some other fellow who can sell for less if he really wants to. Price itself breeds competition; it does not eliminate it.

"It takes *salesmanship* to eliminate competition, and that means the retailer has to have something to sell. He can't sell price—that's just a means by which the consumer can make a comparison. Salesmen are not

found in a bargain basement—only people who wrap packages because the consumer can make a selection all by himself. But when the retailer has something other than price to sell, the consumer needs help in making a choice . . . and that opens the door for salesmanship . . . and it's salesmanship that eliminates competition.

"If that is accepted, then one of the main jobs of manufacturers today and in the years to come is to show retailers how to offer something more than price—how to develop something to sell."

Direct Mail Procedure

How is the Armstrong direct mail program giving retailers what they are asking for?

Based on the findings of the survey in each outlet category, this was the procedure step by step:

Step 1: In December of last year a 40-page management book, "Specialty Store Management," was sent to every specialty store on the company's mailing list. In plain talk, it presents the findings—with marginal notes—of the survey of specialty

stores. There are six chapters: the success of the specialty store—why the success, how they merchandise, some cautions; selling—creating wants, taking store customers to their homes, selling installed floors, selling in general, a plan for sales; advertising, promotion, display; installation—all about "lay-it-yourself," the advantage of installation, profitable installation; making money—capital needs and uses, profit on sales, return on investment, sales forecasts, making money on discounts, markup on selling price, inventory control, cost control, legal counsel and accounting advice.

Step 2 was taken in February of this year when a 45-page book, "Furniture Store Merchandising," was sent to the management of key furniture stores. For practical purposes, it was sent only to accounts that buy 300 yards or more of material per season. Six chapters cover important areas of management and operation.

Step 3: In April a 33-page management book was sent to all department stores on the company's mailing list, presenting all the facts on how a department store can be an effective force in selling resilient flooring and walls.

Step 4 was taken in July when a 43-page management book was sent to all flooring contractors on the company's mailing list. It presents the findings of the survey of contractors, with material organized as before, under appropriate chapter headings.

Each book is illustrated with cartoons, charts, graphs, tables—leaving nothing to the imagination.

Step 5: To supplement the management books in each category of outlet, Management Ideas Bulletins are sent out about every six weeks to each of the company's major types of accounts.

The first bulletin, for example—for specialty store management—explained the value of having an adequate job control system; sales data, with sample entries; measurements, with sample job data entries form; estimates, with sample material estimate form and installation form; the closed sale, with sample job sale data form; data for mechanics; time reports; installation profit analysis, with sample form; filing job control forms.

Successive bulletins mailed to the four major types of outlets cover such subjects as inventory and stock control; pricing; creative selling; merchandise display; store lighting.

The bulletins are also used to tell retailers about Armstrong's dealer services that will make money for them. These include:

Sales training films on selling techniques and on specific products.

Training of installation mechanics at the installation school in Lancaster, Pa., and in the traveling installation school which operates west of the Mississippi River and along the Gulf Coast.

Money-Making Services

Designs for resilient floor and wall displays; store department layouts.

Suggested floor layouts for retailers or retailers' prospects.

"Armstrong Logic," a monthly publication for retail management, salesmen and mechanics.

Miscellaneous booklets on selling, installation and store management.

Ad-mats and radio and TV spot announcements.

Display materials and suggestions for window displays.

What is the effect of the direct mail program on retailers so far?

"A good example of what is being

accomplished is the impression that is being made on department store management," Stabern points out.

"At one time department stores accounted for a large part of the total linoleum, felt-base and resilient tile sold. In recent years they have sold less than 10%, and have lost their place as a primary factor in the retailing of resilient floor and wall coverings—an industry that has grown approximately 115% since 1946.

"In our management book for department stores we reveal what has happened to the department store, based on the findings of our survey.

"As with stores in other categories, when we search around for something the department store can sell, the one thing that offers the most possibility in our business is installation service. It is the one thing that is uniquely the resilient floor and wall covering department manager's very own . . . the one thing he can take pride in and talk about . . . the one thing that will separate him from his competitors.

"We are answering in a practical way such questions as these: Is the idea of selling installed floors outmoded? Isn't over-the-counter merchandising the coming thing? Are we

"This is the size we use in the Growing Greensboro Market!"

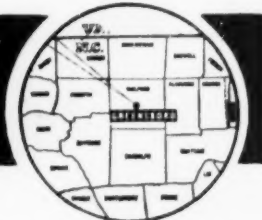


IT TAKES A LOT OF BIG GAS PUMPS to keep cars on the move in the Growing Greensboro ABC Market, here in the South's No. 1 State! . . . Example: nearly \$106-million was spent to satisfy the automobile buying habits of people in the thriving Greensboro market. More astounding yet, is the sales gain in car purchases, 1952 over 1951—in which the Growing Greensboro ABC Market showed a gain of 3128.8% over the gain for the entire state! . . . And that's just one part of the sales picture in a market that cruises along with 1/5 of North Carolina's total sales of food, drugs, general merchandise, furniture-household-and-radio, purchased by 1/6 of the state's 4,230,100 people . . . If you're looking for sales in a market that is showing steady gains during the long pull—better ask for the complete story about the GREENSBORO NEWS and RECORD . . .

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

Sell your product

1000
times a day

with Imprinted
LISTO
MARKING PENCIL

SELLING THE GROCERY TRADE?

Everyone in the grocery trade knows and uses Listo! Thousands of markets from super markets to small stores use Listo to price everything in their stock. Make their pricing time your selling time with Imprinted Listo Pencils.

Writes on Everything

SELLING THE HARDWARE FIELD?

Listo writes on everything! Glass, metal, wood, paper, cellophane—to name a few. Hardware dealers depend on Listo for marking all their merchandise. Give them the premium they'll use... Imprinted Listos!

Writes on Everything

SELLING THE DRUG MARKET?

Cosmetics, sundries and proprietaries are just a few of the many surfaces for Listo's clear, easy-to-read prices. For less than 25¢ your sales message will be read 1000 times a day... for months, with Imprinted Listos!

Writes on Everything

EXTRA HEAVY LEADS THAT WON'T BREAK OR FALL OUT

Only Listo has the patented "Grip-Type Sleeve" which prevents breakage, keeps leads from falling out.

IN 6 COLORS

BLACK GREEN BLUE
BROWN RED YELLOW

© 1952

LISTO PENCIL CORPORATION
Dept. SM 1925 Union Street
Alameda, California

Gentlemen:

Please send me full details on how we can put Listo Imprinted Marking Pencils to work for us.

NAME _____

COMPANY _____

ADDRESS _____

CITY _____

STATE _____

kidding ourselves when we ask a dealer to maintain an installation service, when we know full well he'll be plagued with headaches if he does? Can people afford to pay for today's high labor rates? Won't we sell more goods if we encourage more people to install their own floors and walls?

"We have found the answers to those questions with other questions such as: Has some miracle material been developed to change what we have been saying for years—that a floor is no better than its installation? Isn't that just as true now as it ever was? How many of our friends and neighbors could we face with any degree of honesty and say, 'Install it yourself, it's easy.'?"

"The fact remains that it is not easy and there is not one customer in 20 who will take the pains to do what should be done about the subfloor and the many other details that produce an attractive job. Unattractive floors are bad for us all.

Where to Capitalize

"Our survey findings uncover the fact that, on the average, installation labor comprises 28% of the sale price. That is what it was in 1940. If consumers could afford installed floors then, they can now.

"This does not mean that we should ignore over-the-counter operation—far from it. We advise our dealers to get all of that business they can, but for the long-pull we point out that the greater opportunity lies in making installed floors the backbone of operations. Our direct mail program is definitely helping not only department stores but all stores to capitalize on the installed floor and the over-the-counter opportunity."

Using the survey as a guide for the department store that wants to regain its position in selling resilient floor and wall covering, Armstrong in its "Department Store Merchandising" book presents this nine-point program:

1. Exploit the store's inherent advantages.
2. Employ specialized salesmen.
3. Reach customers with outside salesmen.
4. Give personalized service.
5. Give salesmen an incentive.
6. Employ a manager exclusively for the floor covering department.
7. Maintain control of the installation crew.
8. Consistently advertise and display.
9. Reorganize installation as the meat of the business.

In answer to department stores' argument, "Our selling costs are too high," Armstrong advises them to pay salesmen more. A worth-while commission plan, the direct-mail book explains, gives the salesman an incentive to move his sales up to a higher bracket. A table shows how selling costs drop as sales and salesmen's compensation go up at various levels of sales volume. (See page 8.)

What are the comments from retailers, wholesalers and company salesmen?

Encouraging, says Staber. Here are a few of them:

Specialty store in Pasadena, Cal.: "We are extremely pleased with your book 'Specialty Store Management,' and would appreciate your sending us additional copies. We feel that our executives could use to advantage the valuable information in the book."

A store in Dover, O.: "We are novices in the floor covering business. There is much to be learned. . . We express our appreciation for the wealth of information your management book gives us."

Wholesaler's salesman: "'Specialty Store Management' has reached the specialty stores in this territory and we have received nothing but praise. It is surprising how many of our specialty store owners have called just to thank us."

An Armstrong wholesaler: "'Furniture Store Management' is packed with very helpful information which I fully expected."

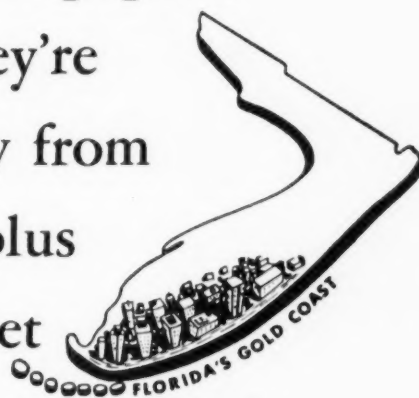
Says Stabern: "Helping retail management is not just a program for next year or the year after that. Of necessity, it must be a continuing program. Just as our efforts to train wholesaler salesmen began in 1926 and our installation school began numbers of years ago and have continued ever since, so must our program to help retail management improve their operations be a continuing one."

"Install it yourself, it's easy."



CARTOONS such as this add life to Armstrong's retail management books.

WHEN advertisers buy
more total space in
The Miami Herald than
in the Chicago Tribune,
the Los Angeles Times, or *any*
other morning newspaper*,
it's sure proof they're
profiting mightily from
Florida's billion-plus
Gold Coast market
— and the low-cost coverage
of



The Miami Herald

...why don't you?

**The Miami Herald led all morning newspapers in total advertising with 15,729,350 lines—1st 6 mos. 1953, Media Records*

JOHN S. KNIGHT, Publisher

STORY, BROOKS & FINLEY, National Reps.

Affiliated Stations -- WQAM, WQAM-FM

"Why Doesn't Kraft Knock Off All This Expensive Advertising?"

... and give me a lower price? is the way a dealer is likely to end that question.

Six years ago a salesman for Kraft Foods Co., Chicago, could not easily come up with an intelligent answer to that one. Today he has a ready answer not only to that question, but to any others his customers might ask about Kraft's extensive national advertising.

He knows all the answers because his company makes every effort to "educate" him in the understanding of the role and purpose of advertising. He is kept posted about all scheduled advertising. More important, the Kraft salesman is not only informed, but is shown the best way to use each advertisement as a strong tool for selling.

The "Why" Approach

John McLaughlin, Kraft's advertising manager, believes that "Too many salesmen take their company's advertising for granted. They know that it's 'always there' just as electric lights are there for the flip of a switch. At Kraft, we've made a sincere effort during the past few years to educate our salesmen in advertising and, by showing them the economics of it, to prove to them that advertising can reduce the cost of goods."

There is nothing complicated about the way Kraft merchandises its advertising to salesmen. It's as simple and direct as the first time a Kraft advertisement appeared, in a 1919 issue of the *Ladies' Home Journal*. "Every body got excited," McLaughlin says, "and went out on the road and sold that ad to beat the band. Grocers in those days couldn't help but respond to the enthusiasm of the salesmen, and we try to instill that same enthusiasm today."

Kraft's annual sales meeting plan is to have all branch managers come to Chicago some time during December. At this big meeting McLaughlin and his staff show them the pattern of advertising plans for each product. "But we no longer take up hours showing them every single ad and the details of every schedule with its circulation, etc. Our basic concept is to 'explain' rather than merely to 'sell'."

The branch managers, in turn, du-

plicate the big meeting back in their divisions with their salesmen.

The theme at a recent sales meeting when McLaughlin was presenting the company's plans for the year was, "All advertising is local." He knew that if he could get that idea across at the meeting, the company would take a big step forward in securing the salesmen's understanding of national advertising.

Happily, "Our branch managers and salesmen got the idea, for it kept playing back to us hundreds of times throughout the year." And as a follow-up:

"We made one mailing a month of advertising material to every branch manager which he could use as a basis for one of his Saturday morning sales meetings. We had a complimentary issue of a publication, in which there was one or more Kraft advertisements, mailed by the publication directly to the branch manager along with a letter which gave him facts and figures about that magazine's circulation, local market coverage, readership, editorial content, etc.

"One month it was *Life*, next *McCall's*, then the *Post*, *Family Circle*, and on down through the list. At the end of the year, our men had a lot more knowledge of at least one of the media which Kraft uses than they ever had before."

Cost Is Explained

How about the cost of advertising? In talking with Kraft salesmen, McLaughlin and his staff were surprised to learn that the average salesman did not have the slightest idea of "how much the company spends on advertising," although they believed that "national advertising" was important. Many of the high guesses were as much as 400 times the lowest estimates, and the majority thought advertising expenditures to be many times greater than they actually were.

"So we decided to start with this question of the 'cost of advertising'."

Kraft men heard an explanation something like this:

"How many of you think that Kraft pays for its advertising? I've got news for you—we don't! The consumer does! The consumer pays

for everything entailed in making, selling, financing and delivery of every product he buys. He pays for the raw materials, wages of the workers, workers' compensation insurance, officers' salaries, salesmen's salaries and expense accounts; the advertising, shipping, taxes, retailers' profit, the profits of stockholders.

"But this does not necessarily mean that the consumer pays *more* for the product because of the advertising. It's true it could mean he pays more, but in most cases, it means he pays *less*. How? Because through advertising a manufacturer or a retailer can so increase the demand for his goods that he secures 'volume sales.' And it's an old American custom—that the more you produce and sell—the lower the price-per-unit can be. That's the theory of mass production."

"It's Local, Boys"

At the sales meetings, branch managers were warned against being so carried away with the thought of "millions and millions of messages" going into homes that they forget that *all advertising is local*. The fact was reiterated by branch managers to their salesmen: "Mr. Grocer is not interested in the 'millions' of people who see or hear our advertising—but he is vitally interested in (1) his town, (2) his neighborhood and (3) his store."

From this point on, at the big sales meetings, product advertising managers presented the advertising plans for each of their individual products, but it was all done on the basis of the salesmen and the advertising manager working out the program together.

At the close of the meeting, Kraft staged a demonstration of how the salesmen could use each of the various types of advertising that the company was using in his daily work. This was done by taking a typical magazine advertisement and pointing out the display idea that was inherent in the recipe and illustration and how he could use this as a basis for a store display.

Salesmen were given ideas of how they could capitalize on a television commercial by tying in the related items of the recipe in a store display. They were also shown how they could



**In Chicago, it takes 2—
to get a lap ahead!**

No single daily newspaper reaches even half your Chicago-area prospects. It takes Two. For greatest unduplicated coverage, one must be the...



**CHICAGO
SUN-TIMES**

211 W. Wacker Drive, Chicago • 250 Park Avenue, N. Y.

READERSHIP CONCENTRATED WHERE MOST OF THE BUYING IS DONE

REPRESENTED BY: SAWYER-FERGUSON-WALKER CO.; LOS ANGELES, SAN FRANCISCO, PHILADELPHIA, DETROIT, ATLANTA • HAL WINTER CO., MIAMI BEACH

SEPTEMBER 15, 1953

87

build a display using miniature 24-sheet posters as the unit around which to tie the store display into the current design on the outdoor posters.

McLaughlin says that Kraft salesmen now "tell their customers all about our advertising program with such enthusiasm that Kraft products are afforded extra display space to set up the products advertised. This not only increases orders, but also gets mentions of Kraft products in the grocer's local advertising."

How is this accomplished? "Kraft salesmen study the advertisement they're going to use as a selling tool in talking to Mr. Grocer. They look for a sales idea, such as a recipe for peach salad. Mr. Salesman approaches Mr. Grocer and says:

"Mr. Grocer, I've got a great idea which you can use to sell lots of canned peaches this week. Let's set up a display of Kraft Miracle Whip mayonnaise tied in with canned peaches, plus this advertisement showing how to make a peach salad."

"This method never fails to sell cases of canned peaches for the grocer. And Miracle Whip for Kraft."

Helping the Grocer

McLaughlin estimates that the average housewife has to plan, purchase and prepare 1,000 meals a year. Kraft's advertising program is aimed at helping the homemaker by featuring full-color pictures of tasty dishes in national magazines and black-and-whites in local newspapers. But Kraft doesn't make all the food items shown, so to the grocer Kraft salesmen say:

"Mr. Grocer, Kraft's meal-idea advertisements sell groceries for you. The meal illustrated in this ad requires 22 items besides Velveeta cheese, all of which are on your shelves. It's a helpful idea for the hurried housewife and it's a natural for increasing *your* sales because it encourages the purchase of many related food items. Since the housewife who is an average reader of women's magazines or general consumer publications would recognize the advertisement, the Kraft man proceeds to build a display around it.

This provides the housewife, grocer and Kraft with these factors:

1. What she is looking for—an idea for a meal right on the display's price card. "It's the best bait you can have on a display."

2. How the meal looks—the full-color illustration from *Life* shows her how colorful and appetizing the finished meal will be.

3. The shopping list—it lists all the items she'll need and gives the menu. "Makes several sales for you, Mr. Grocer."

4. The start of the chain of purchases—the price spot for the (for instance) Kraft Dinner. "Use a 'two for' price and you'll sell more."

There is a constant flow of communications material concerning advertising going out to all Kraft salesmen. They are aware at all times of which dish is going to be used on each Kraft TV Theater commercial or which item is going to get heavy promotion in other media.

TV Depleted Stock

Salesmen in television market areas were "caught short" last year by the tremendous response by viewers to a "Handi-Snack" commercial — they bought out grocers' stocks overnight. The Kraft men were given sufficient advance notice this spring when the company sent them a flyer describing the recipes to be featured on Kraft TV theater. All were illustrated for showing to grocer-customers and listed related items needed to prepare the dish.

Salesmen were told to:

- "1. Make sure you have extra stock in your key retail stores.

- "2. Get some tie-in ads. Encourage as 'Featured on Kraft TV Theater.'

- "3. Improve displays in dairy cases. Get plenty of rows in good selling spots to take full advantage of impulse sales that will follow our commercials. Some branches have been putting Handi-Snacks in wire baskets for weekend features (should be placed in the cooler at night)."

The "Sauce Delight" recipe, for instance, as shown in the TV commercial of June 10, helped the grocer to sell: Kraft mayonnaise; Kraft salad mustard; shrimp; lettuce; lemons; celery; chives; worcestershire sauce.

All Kraft salesmen receive complete advertising schedules which cover a two-month period in advance of publication dates. Each product to be advertised is listed, followed by the list of magazines in which it will appear, the issue, newsstand date, page space it will occupy and a few key words lifted from the advertising copy. Kraft institutional salesmen, too, receive this same consideration with schedules listed for hotel, hospital and food magazines.

As each new product is ready to be marketed, all men get advance information on upcoming promotions

and scheduled media. This was vitally important during the kickoff of the Kraft-Campbell Soup summertime promotion. An unprecedented amount of merchandising backing through various magazines, NBC and ABC, was set up.

NBC kicked off its promotional activity on May 26 with a closed-circuit broadcast to all NBC stations by McLaughlin, for Kraft, and Henry Stevens, Campbell's advertising manager for soups. A recording of this broadcast was sent to all branch managers June 10 for playback at their sales meetings. Branch managers also received a quantity of media merchandising support summaries for distribution to their men and for posting on branch bulletin boards. Managers covered this summary in detail at the time the NBC record was played.

Kraft's home office advised branch managers: "The salesman's role *can't* be minimized in this promotion. In the collateral material, only the price card specifically features Kraft and Campbell products. All other material generalizes the theme: 'Soup 'n' Salad, Soup 'n' Sandwich—Quick Easy Meal.' The store manager can promote *any* cheese products and *any* soups, if left to his own direction."

The Benefits

Does it pay for a company to merchandise its advertising to its own salesmen—and, in so doing, fill them with enough enthusiasm so that they will in turn merchandise it to their customers? McLaughlin has this to say:

"When we put this idea together, we were really concerned about whether or not our salesmen would go for it, because in explaining the advertising programs there is no ballyhoo and very little dramatics. It's all pretty much of a straightforward, factual story.

"The reports that we have had from our field management and from the salesmen themselves indicate that not only do they *get* the story but they have much better comprehension of how advertising can be used as a practical tool in their daily work. It has been very satisfying to receive a number of comments from our men, which in effect said, 'Thanks for the story you gave us this year—you've really taken the mystery out of this advertising business for us.'"

To Kraft, the experience has proved that the best way to "merchandise" its advertising to salesmen is simply to explain it to them.

SHORT COPY . . . quick response



"The objective of our advertising is to make the public conscious of the value of the Yellow Pages of the Telephone Directory as a buyer's guide. We have built our campaign over a period of ten years around the slogan 'Quick as a wink, the Yellow Pages tell where to buy'. Winking animals, birds, fish and flowers have been used and poster advertising has been a wonderful vehicle to picture our story colorfully and, I must say, effectively."

H. C. KULLING
General Directory Manager
MICHIGAN BELL TELEPHONE COMPANY



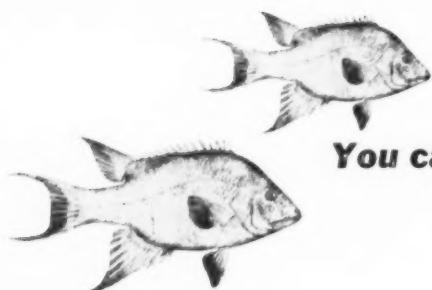
One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising—sponsored by

The Standard Group

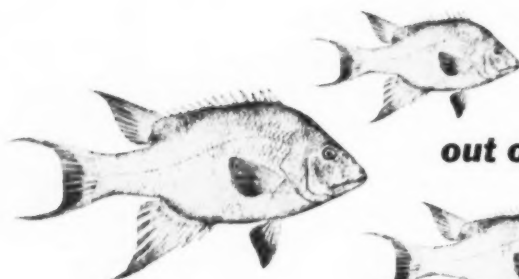
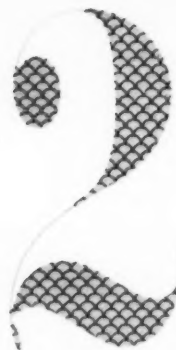
OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth
of the nation's
consumers . . .

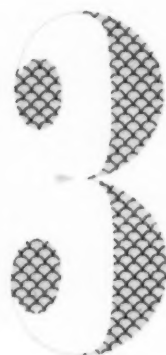
JOHN DONNELLY & SONS • CENTRAL OUTDOOR ADVERTISING CO., INC. • THE PACKER CORPORATION
WALKER & COMPANY • UNITED ADVERTISING CORPORATION • WHITMIR & FERRIS CO., INC.
ROCHESTER POSTER ADV. CO., INC. • RICHMOND POSTER ADV. CO. • E. A. ECKERT ADVERTISING CO.
PORTER POSTER SERVICE • SLAYTON & COMPANY • THE HARRY H. PACKER CO. • BORK POSTER SERVICE
SUNSET OUTDOOR ADVERTISING CO. • BREMERTON POSTER ADVERTISING CO. • C. E. STEVENS CO.
CONSOLVO ADVERTISING CORP. • LEHIGH ADVERTISING CO. • MARYLAND ADVERTISING CO.
AMERICAN ADVERTISING CO. • VERMONT ADVERTISING CO. • STARK POSTER SERVICE
STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVE., NEW YORK CITY 22



You can reach nearly



out of every



families



in the top three markets

with this



great buy!

And on a national basis, First 3 Markets Group delivers a highly profitable audience of 53% of all families living in 45 of the 162 major Metropolitan County Areas throughout the nation. These 45 areas account for 25% of Total Retail sales, 23% of Drug sales, 27% of Food sales, 28% of Furniture and Appliance sales, and 36% of total U. S. Apparel sales.

Increase your sales with this 1 great buy:



The group with the Sunday Punch

FIRST 3
MARKETS GROUP

New York Sunday News
Colorado Magazine

Chicago Sunday Tribune
Magazine

Philadelphia Sunday Inquirer
"Today" Magazine

New York 17, N. Y. News Building, 220 East 42nd Street, V.A. 6-4894
Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GArfield 1-7946
Los Angeles 17, Calif., 1127 Wilshire Boulevard, MIchigan 0259

**DO-IT-YOURSELF
INSULATION**

**SAVES you money
MAKES you money**

YEAR 'ROUND COMFORT
IN YOUR HOME

YEAR 'ROUND PROFIT
ON YOUR FARM



**INSULATE
YOUR HOME**

as low as **\$6760**

Just pour it... level it... leave it!



WARM DRY FLOORS

IN YOUR FARM BUILDINGS...

Boost Farm Profits
Cut Stock Losses
Slash Feed Costs



ONE OF "78 MILLION SHOTS" Zonolite is aiming at the market for home and farm insulation, this advertisement is one way...

Zonolite Expands the Market With "Do-It-Yourself" Ideas

Who works on his property all day? Who is handy with tools? Who watches expenses carefully? The farmer! By getting in step with his thinking the sellers of vermiculite will develop their largest outlet into a bigger market.

Sales executives at Zonolite Co., Chicago, in a campaign to expand their farm market a few years ago, suddenly realized that the farmer himself was and is in a peculiar position.

By the nature of his business, he can't move about as his urban counter-

part does. If his home is too small for his family, chances are he'll expand or remodel his present home—and do it himself. "So it's easy to see," explains Philip R. Strand, Zonolite's advertising manager, "why today's 25 million farm population offers such a ready market for us."

The company's product, an ore known as vermiculite which is processed into various grades for different uses, is not a new product to the American farmer. What's its definition? Strand describes it as "a strange mineral" that is used in place of heavy sand or gravel in ordinary concrete and plaster to give 12 to 16 times the insulating value. After processing, it can be used as insulating material for homes and barns, seed starting, poultry litter and soil conditioner. It is fireproof, heat-proof and freeze-proof.

"Zonolite plugged away for years on the uses of vermiculite in stock buildings," says Strand, "then recently began to supplement this with advertisements urging the farmer to insulate his home for added comfort and savings. In general magazine advertising, we have used the do-it-yourself theme for several years. Somehow we were missing a bet in not asking the farmer, a born handyman, to do the same."

How did Zonolite break into the farm market in the first place? Research and testing showed vermiculite to be extremely useful in farm production work as well as applicable in the home. Says Strand: "When we were shopping around for places to feature our insulating concrete, the vast potential for insulating floors in dairy barns, poultry and hog houses was quickly evident. The farmer liked the idea of a sanitary, warm floor to increase productivity in his stock. Warm, dry floors have been topical for years in farm magazine articles."

The first installation of vermiculite-insulated floors was 10 years ago on an Iowa farm owned by, as Strand says, "a leader in the community. We learned that if we sold the first few jobs to farmers of this type, we'd sell thousands more to the folks who looked up to them."

Realizing the farm market's possibilities, Zonolite looked around for other uses of its product. A different grade of vermiculite was used with success 15 years ago by the U.S. Department of Agriculture as a seed starter, as a soil conditioner, and as a means of storing bulbs. A $\frac{1}{8}$ " covering for newly-planted seeds was found to have prevented crusting of the soil which would have smothered the seeds, and in dry spells was found to keep them moist.

This grade of vermiculite was given the trade name of "Terra-Lite" (light earth). When mixed with soil, it supplies enough oxygen to the roots to make even lawns grow well. According to Harry A. Dresser, manager of the Terra-Lite Division, it "air-conditions the ground by fluffing up solid soil." The ideal amount to add is two cubic feet of vermicu-

lite to 100 square feet of heavy soil.

Dresser, who is in charge of most of Zonolite's agricultural activities, claims that another use for Terra-Lite was found last year when it was added to a million and a half tons of fertilizer. He estimates that more than two million tons will have been "conditioned" by Terra-Lite by the end of 1953.

So much for the uses of vermiculite on the farm. How is the farm market reached? Human beings, as close as they are to the earth, often must be "educated" in the obvious things and the mysterious things about the earth. Zonolite set out to inform the American farmer about how he could best take advantage of what he had to work with.

An agricultural sales program was conceived for Iowa, Minnesota and Wisconsin, for presentation at grange meetings. The farm audience was shown colored slides of Zonolite installations in their areas, where their own neighbors had used vermiculite-mixed concrete to provide warm floors for stock buildings. "This localized aspect was important," says Strand, "as it brought the story right home to them; they had a chance to ask their own grange members about the installations."

Convincing Demonstrations

Since Zonolite products are sold through lumber dealers, each audience was given the names of nearest retailers. To climax their interest, on-stage demonstrations were given, such as someone holding a handful of vermiculite while the salesman blasted a blowtorch flame into the center of it, demonstrating its heat-and-fire-resistant qualities. To illustrate how the mineral insulated against cold, a 50-pound cake of ice was packed in vermiculite at the beginning of the meeting, and weighed after the session. It was usually found to have lost only a few ounces during the hours it was insulated.

The ice test served (and still serves) to point up vermiculite's value as an insulator for frozen food lockers.

Zonolite Co. took the story of vermiculite to farm magazine editors when it was ascertained that it would be of tremendous value to readers. Here was a product that would answer their problem of keeping warm, dry floors, the company said. Editors of almost all agricultural publications devoted considerable space to vermiculite, which was a big assist in covering the market soon after.

The Zonolite Co.—What is it?

The Zonolite Co., Chicago, is headquarters for 37 plants that process the mineral "vermiculite," a mica-like ore. Each flake of ore contains about a million laminations per inch, with a tiny bit of moisture separating each layer. When temperatures of 2,000 degrees are applied to vermiculite the moisture turns to steam and "explodes" the flakes to about 15 times their original size, creating thousands of minute dead air spaces in each granule.

Zonolite (trade name) plants are either company-owned, or operate as subsidiaries, or as licensee manufacturers. And they're all dedicated to the proposition of processing the vermiculite ore taken from the mountains of Montana and South Carolina. All plants manufacture according to specifications set up by the Chicago office.

These plants have an approximate force of 200 salesmen serving jobbers and dealers. Zonolite's own district sales managers work with contractors, architects, and plasterers, extolling Zonolite products.

The company has a new concept of its market seldom heard of in the building industry. It sends out researchers to test vermiculite insulation that was installed a quarter of a century ago. "Nobody has ever thought of checking back for performance of insulation," the company maintains.

Zonolite's 1952-53 net sales totaled \$5,942,248.

Zonolite dealers blanketed the Middle West by covering almost every state and county fair, setting up elaborate exhibits and giving impressive product demonstrations. The company's products have "caught on" to such an extent that they are sold coast-to-coast, and have enjoyed a greatly increased export business, shipping graded and sized ore to Caracas and Puerto Rico.

Zonolite's advertising program is unique for a firm that sells farm and home materials. The company has been in outdoor advertising for three years, and has the distinction of being the only manufacturer of its type to offer its dealers a cooperative plan of this nature.

"We furnish the posters and the dealer imprint," Strand says, "while dealers rent the boards and virtually underwrite the whole cost." The company had 3,000 locations during the fall season last year, but Strand emphasizes that "it is a year-around program to include copy which stresses insulation against heat as well as cold."

Farm families on their way to town are confronted by these boards located in strategic places, which invite them to stop in and talk over their insulating problems with local lumber dealers. "Do it yourself!" is the theme.

Dealers are furnished convincing, imprinted mailers by Zonolite, plus pattern sales letters and effective, colorful counter displays. And for the first time in the history of the building materials industry, the company

has come out with transcribed recordings, currently of the "Chordettes," female quartet late of the Arthur Godfrey program.

These recordings consist of a 50-second singing commercial by the girls, and a 10-second dealer message. Since farmers and farmers' wives who live outside of television areas are avid radio listeners, especially to their small local stations, the advertising message is considered by many to be a personal invitation by their lumber dealer to come in and see a demonstration of Zonolite products.

At the local level, dealer salesmen have followed a suggestion from Zonolite that has proved to be effective in rural areas where either a regular fire department is maintained or the organization is on a volunteer basis.

To the salesman, the most important man in town is the fire chief. If he can get the chief's name heading the list in the store of the those who have installed Zonolite insulation, he's made. Town and farm customers, knowing that the fire chief is an advocate of fire prevention, believe that if he has taken steps to protect his own property with vermiculite, it is effective.

The current (fall) sales campaign, aimed at Zonolite dealers with an elaborate, hard-cover, ring-bound book as main ammunition, is called the "Sights on Sales" campaign dedicated to helping the dealer "bag bigger insulation profits." And, in turn, the dealer is provided with plenty of ammunition.



Selling your product is his business!

The job of the national Trade Mark Service representative of your telephone company is to help make your advertising produce more results.

He has worked with leading advertisers of branded products in many lines. He has shown them how Trade Mark Service in the 'yellow pages' of the telephone directory can be used to direct prospects to their authorized outlets. He would welcome the opportunity to prepare an identification plan, tailored to your sales and advertising program.

His experience can be profitable for you. A few minutes of your time will prove it. Call him today at your local telephone business office.

You'll find more information in Standard Rate and Data (consumer edition)





Awards Made for Outstanding Merit and Distinction in Production of Decalcomania Lithography

For the second straight year the decal industry has been invited to compete in the Lithographers National Association Awards... and for the second straight year we proudly acknowledge the winning of **FIRST PLACE** by The Meyercord Co.

It is important to you to know that The Meyercord Co. has been honored by expert judges recruited from top levels of the graphic arts. When



Produced for Storkline Furniture Corp. Laser and laser relief decoration in third dimensional technique

1st
1953



Produced for Storkline Furniture Corp. Laser and laser relief decoration in third dimensional technique

1st
1952

you bring your decal transfer problem to Meyercord you are *sure* you will receive the counsel of carefully trained and experienced people... backed by the finest and most complete laboratory and production facilities available. Count on Meyercord for the *right* decal for *every* commercial surface and finish.

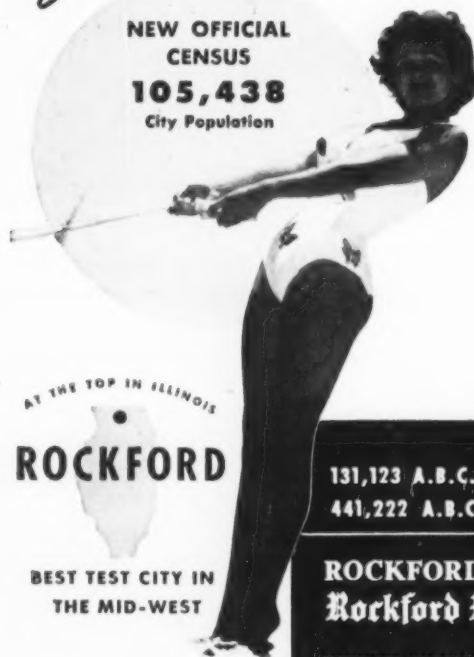
Your inquiry is invited—drop us a line and tell us about your problem.

THE MEYERCORD CO.
World's Largest Decalcomania Manufacturers

DEPT. J-402 5323 WEST LAKE STREET
CHICAGO 44, ILLINOIS

Figures don't lie...

**NEW OFFICIAL
CENSUS
105,438**
City Population



AT THE TOP IN ILLINOIS
ROCKFORD

**BEST TEST CITY IN
THE MID-WEST**

**131,123 A.B.C. CITY ZONE
441,222 A.B.C. RETAIL TRADING ZONE**

**ROCKFORD MORNING STAR
Rockford Register-Republic**

REPRESENTED NATIONALLY BY BURKE, KUIPERS & MAHONEY, INC.

Though Rockford, Illinois is the 100th city in the U.S. population-wise, it rates 31st in Net Per Capita Effective Buying Income. This income, coming from 422 diversified manufacturing industries, and a wide and rich agricultural area, makes Rockford a top market for your product. The Rockford Morning Star and Rockford Register-Republic will give you complete and effective coverage. Write for the latest Consumer Survey of your product in this area.

According to Strand, Zonolite is taking "78 million shots at the home insulation market," total readership of 21 national magazines which will carry the company's advertising this season. All advertisements will carry the do-it-yourself theme: "How to insulate in one afternoon, for as low as \$67.60," and offers a free booklet describing the simplicity of the whole operation.

Publications that carry (or will carry) Zonolite advertising are the *Saturday Evening Post*, *Better Homes and Gardens*, *Farm Journal*, *Country Gentleman*, *Successful Farming*, *Poultry Tribune*, *American Home*, *Popular Mechanics*; a number of business magazines in the building field: *Architectural Record*, *Progressive Architecture*, *American Builder*, *Practical Builder*, *House and Home*, *Plastering Industries*, *Plasterer and Cement Mason*, *Building Standard Monthly*; plus a long list of state and regional publications.

Back-Up for Dealers

Dealers are furnished with counter displays featuring the Chordettes on a card attached to a box of Zonolite. The customer is invited by the girls to "take one" of a stack of descriptive folders and to "see and feel" the product. Stores are also furnished with a bag insert, a 12-page book mounted on a hard cardboard "stick" for pushing into an open bag of Zonolite.

Zonolite dealers are also furnished two newspaper advertising mat plans, designed to tie in with the company's national campaign.

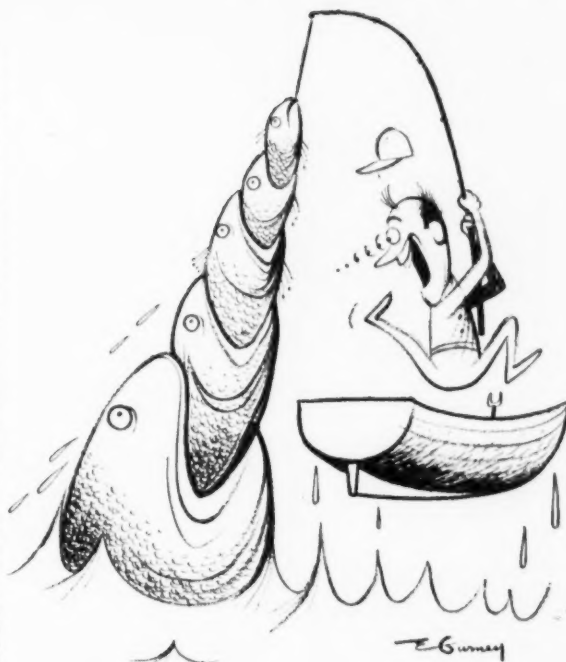
Today's farmer is producing more per acre and per hour of labor than ever before, through modern methods, materials and equipment. "Vermiculite, with its multiple uses," Strand says, "is one of the technological aids he has to increase productivity in crops and in stock. And we aim to see that he knows all about it through a strong advertising and promotional campaign."

What of other markets? In Zonolite's annual report, President A. T. Kearney and Board Chairman P. D. Armour cover the high spots: "There are many encouraging developments in the future outlook for sales of vermiculite. We have currently regained business we had previously lost to competing materials."

"The use of vermiculite as an additive to agricultural and chemical products continues to grow. Vermiculite is finding a place as an ingredient in an increasing number of manufactured products."



This
is
interest

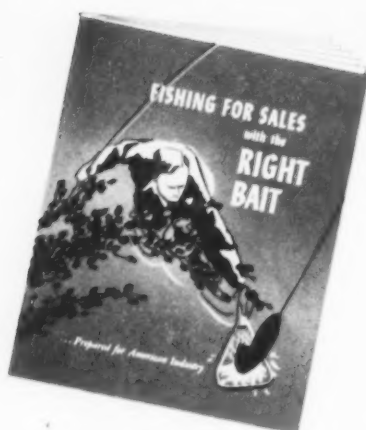


This
is
ENTHUSIASM!

The **AMERICAN WEEKLY**
creates **ENTHUSIASM***

Growing! Growing! Growing! . . . The American Weekly, with its Sept. 13th issue, hit an all-time high in advertising revenue *for a single issue—* and current estimates indicate a gain of over \$4,000,000.00 *for the year!*

*Enthusiasm is interest raised to the buying pitch!



Thousands of Sales Executives Are Using This Book Profitably

It's Yours Free . . .

THERE'S NO OBLIGATION

Sixteen pages of facts about successful industrial advertising programs. Learn why other manufacturers, converters and distributors use low-cost, proven Universal Match Book advertising to develop, improve and maintain customer relations . . . increase sales and profits. See how these companies extend their sales efforts with individually designed Match Book distribution plans to reach specific markets. *It's important reading in these days of competitive selling!*

**Write for your
free copy today**



UNIVERSAL MATCH CORPORATION

Serving the Nation and Its Business
1501 Locust St. • St. Louis 3, Mo.
Sales Offices in Principal Cities

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y. Reprints may be ordered by number.

REPRINTS

278—What Distributor Salesmen Want Most in Meetings, by Louis H. Brendel. (Price 10c)

277—How to Determine If Your Product Can Be Sold Door-to-Door, by Norman Brucks. (Price 25c)

276—Why Price is 10th in Buyer Preferences, by David Markstein. (Price 5c)

275—It's No Time for Buck Fever When the Buyer Says, "How Much?," by W. C. Dorr. (Price 5c)

274—Babies Mean Business, by A. R. Hahn. (Price 25c)

273—Cost of Salesmen in the Field—Up 25% Since 1950, by A. R. Hahn. (Price 50c)

272—Ten Commandments for Salesmen, by Jack W. Thompson. (Price 5c)

271—Buyers I Dislike! by Ray B. Helser. (Price 5c)

270—Canco Now Trains with Seminars for Salesmen, by John H. Caldwell. (Price 10c)

269—Don't Be a *Half* Failure! by Philip Salisbury and Arthur A. Hood. (Price 10c)

268—It's Good Management to Keep Tabs on Your Competition, by Richard C. Christian. (Price 10c)

267—20 Ways to Show Salesmen You're the Man to Be Their Boss, by William J. Tobin. (Price 10c)

266—Westinghouse Sales Engineers: How They're Picked and Trained, by D. W. McGill. (Price 10c)

264—12 Types of Salesmen I Detest, by Henry Carlton Jones. (Price 10c)

263—How to Prepare a Salesman For Promotion to a Supervisory Job, by C. L. Lapp. (Price 10c)

262—Department Store Membership in 18 New York Buying Groups. (Price 35c)

261—Cost of Operating Salesmen's Cars Jumps 6 to 15% over 1950, by R. E. Runzheimer. (Price 10c)

260—Profit-Sharing Pool Puts Incentive Into Industrial Pay Plan, by A. E. Turner. (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available until present limited stocks are exhausted. (Price is indicated.)

CANADIAN EDITION — *Survey of Buying Power*, May 10, 1953. (Price \$1.00)

The INDUSTRIAL *Survey of Buying Power*—May 10, 1953. (Price \$1.00)

Come Clean With Your Agency—And Get Better Advertising, by James C. Cumming. (Price 5c)

10 Big Benefits You Enjoy When You Put Your Policies in Writing. (Price 10c)

The Three Biggest "Problem Areas" in Sales Management, by J. O. Vance. (Price 10c)

Centaur Finds a Short Cut for Handling Salesmen's Expenses, by R. E. Gray. (Price 10c)

Key Questions to Ask Salesmen When You Revamp Territories, by B. M. Austin. (Price 10c)

SHOP TALK — When the Call-Report Says "No Sale," by A. R. Hahn. (Price 5c)

P-o-P Cooperative Program Pays Off for Soft Drinks. (Price 10c)

A Second Look at Last Summer's Boom in Air Conditioner Sales, by P. Bernard Nortman. (Price 10c)

Sales Wins a Bigger Voice on Biggest-Company Boards, by Lawrence M. Hughes. (Price 25c)

New in the Distribution Scheme: the Ethical Drug Jobber, by Elsa Gidlow. (Price 25c)

Snap-On Trains Salesmen to Talk Benefits. (Price 35c)

Hamm's Gains Ground in the Battle of the Beers. (Price 10c)

Farm Market Sales Tactics That Leave Quotas Far Behind, by A. R. Hahn. (Price 25c)

Skil Helps 'em Find It In The Telephone Book. (Price 5c)

How Today's Advertisers Rate Point-of-Purchase. . . . A Report on POPAI Symposium. (Price 50c)

Do You Treat Canada as Just Another Export Market? (Price 10c)

Do Newspapers Really *Sell* National Advertisers? by James W. Egan, Jr. (Price 10c)

"THE SALESMAN'S CREED," by W. C. Holman. A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copies: \$1. . . . 3 to 11 copies, 75c each . . . a dozen copies, \$6. . . . More than 12, 50c each.

SALES MANAGEMENT



NO OTHER RADIO STATION REACHES AS MUCH OKLAHOMA BUYING POWER AS WKY!

THE 58 OKLAHOMA COUNTIES IN WKY'S DAYTIME NCS COVERAGE AREA CONTAIN . . .

73% OF OKLAHOMA'S RETAIL SALES
71% OF OKLAHOMA'S FOOD STORE SALES
74% OF OKLAHOMA'S DRUG STORE SALES
74% OF OKLAHOMA'S AUTOMOTIVE SALES
88% OF OKLAHOMA'S GROSS FARM INCOME

Based on 1952 NCS Report and 1953 Sales Management Survey of Buying Power.

NO OTHER RADIO STATION REACHES AS MANY OKLAHOMA HOMES AS . . .

WKY



Radio Oklahoma City, Okla.

930 KC 5000 W NBC

Owned and operated by The Oklahoma Publishing Company: The Daily Oklahoman — Oklahoma City Times — The Farmer-Stockman — WKY-TV . . . Represented by KATZ AGENCY

As told to Ruel McDaniel
BY T. G. HARRIS, JR.
*Manager, P. K. Dudgeon Co.**



1. WORTH TOOL BAR: More stock, better display double sales in a year.

A Small-town Merchant's Plea: "Gives Us More Good Displays!"

Meet T. G. Harris, Jr., hardware merchant, who has some earthy advice on dealer aids. And read his analysis of what's right with displays provided by some of his suppliers.

who studies the small-town merchant's needs, and who then designs displays and other sales aids for him, not only is performing a service necessary to the merchant but is paving the way for increasing his own business to small-town merchants.

In some quarters small-town merchants are considered lazy and non-aggressive. We're really not lazy. We're perpetually tired because of over-work; because we do the jobs of three or four specialists, aside from the usual managerial duties. Our attitude is aggressive—but how can you be an aggressive merchandiser if, when you are set to institute a clever merchandising idea Mrs. Kelley's refrigerator needs repair, or Henry Kine wants advice about painting his garage and you must drop everything and go to their aid?

Small-town merchants are over-worked because potential volume does not justify hiring specialists. No small-town merchant who has all the

help he needs can make money. The potential business is not available to justify the additional overhead, regardless of how aggressive the merchant and his crew may be.

You read and hear a lot about manufacturer aids for merchants. Manufacturer aids have enabled us to utilize the services of expert merchandisers, psychologists and display men, without cost to us. Our manufacturer aids are worth more to us in actual selling than an extra salesperson—without the aids—would be.

Use of these aids enables us to make up in some measure for our lack of aggressive merchandising. There are not enough hours in the day for us to do the things we would like to do in the way of merchandising and display. The manufacturer



4. SWAN SAID: "Stock more, sell more." Dealers find it works.

*Port Lavaca, Tex.



2. DISPLAY RACK doubled light bulb sales, too.



3. TOOL ACCESSORIES sell faster, even in rear of store, when displayed near prime tools.

Anything that provides an attractive display-sales unit for the small-town merchant is one more factor which contributes to the merchant's overcoming the handicaps of understaffing and over-work.

Not all manufacturer aids are helpful to small-town merchants. That is because they have been designed to serve all merchants. Usually the aid which fits into a large city store is out of place and inefficient in small-town stores. Display aids for small-town stores should have the "small-town touch." You can make displays so elaborate that you

will frighten away some of your customers, and you will not attract others.

Typical of the aids which we find valuable in increasing business for us without additional sales cost is the Worth "tool bar," manufactured by Peck, Stow & Wilcox, Southington, Conn., which we installed about a year ago. Previously, we had displayed all household and "tinkerer's" tools in the same back-of-the-store section with shop tools. They weren't selling. A Worth salesman persuaded us to buy enough stock to complete a standard display unit. We

set up the special tool display in a spot about one-third the distance between the front and rear of the store, along the aisle leading from the entrance to the main-floor office.

In the year that we have utilized this practical manufacturer aid we have more than doubled the volume of household tools. Volume increased not only because we displayed household tools attractively, but because we were forced to stock items which we were sure would not sell—and these items, when displayed with the rest of the tool layout, *do* sell. We have learned that household tools are an impulse item—as contrasted with shop tools.

Since we installed this display, the salesman has visited us frequently. He has recommended discontinuance of a few items which did not sell, and he has added others which the company's recurring small-town survey indicates will sell. He brings the cleats and brackets necessary for affixing these new items to the display panels when he recommends the additions.

Lamson's "bolt bar," (Lamson & Sessions Co., Cleveland) has put us back in the bolt business. Until about six years ago we operated a farm implement and tractor department. When we sold that, we sold our bolt stock, along with other machinery parts and supplies. We believed that our store, now switched to a hardware and homewares type of business,



5. NOW 24 KNIVES are displayed in place of seven. It's full-line selling.



6. WOMEN PREFER VARIETY and Wiss scissors display gives it to them.

would not sell enough bolts to justify stocking them.

The Lamson salesman convinced us that we were wrong, so we bought his recommended stock of bolts—with which an attractive display unit to be used exclusively for bolts was supplied. The salesman told us that his company had surveyed the bolt market and had found that 87 percent of all bolt business was in a comparatively few sizes and price ranges. The Lamson bolt bar stocked these items, which constituted 87 per cent of the retail bolt business. In five months this display has built a substantial bolt business for us. The fixture is in the center of the store, where all customers see it. We never considered bolts impulse-sellers before, but the Lamson display fixture and model stock has proved that they are.

Another similar display unit is the Stanley household hardware combination cabinet and display rack (The Stanley Works, New Britain, Conn.). Although we have had this unit only a few weeks, it proved its place in our store the first week when, to our surprise, women customers bought the neatly carded hinges, screen handles, king hasps, door pulls, etc.

Fast Inventory Check

One of the things we like about these aids is that we are able to maintain a "perpetual" inventory of displayed stock without the time and expense involved in a real perpetual inventory. All stock is shown in the displays, so that a day-to-day glance gives us our inventory and we are able to re-order any item in advance of selling out.

Another dealer aid which has stimulated sale of a line that is not particularly an impulse item is the Swan garden hose display and stock unit (Swan Rubber Co., Bucyrus, O.). In order to get the display unit, we were required to buy more hose than we would ordinarily have bought; but we believed the display fixture would help sales. We have sold about 50 percent more garden hose this season, not only because the display unit presented it attractively near the rear of the store but because we were forced to buy enough stock to give a customer variety in size and price.

A manufacturer's display unit does not have to be large and elaborate to be helpful to us. In fact, we don't want them too large. Our space is limited, even though small-town store space is not so valuable as that in the average city store.

One display fixture, furnished by

a manufacturer, is a simple little upright case featuring Camillus pocket-knives (Camillus Cutlery Co., Camillus, N.Y.). Formerly, we stocked only six or seven sizes and styles of pocket-knives. To get the Camillus unit without charge, we were required to stock 24 different sizes and styles of knives, with a wide price range. Knife sales doubled almost immediately, and none of the 24 numbers is a really slow seller. Every number is shown in the display case, which is small enough to set on a display counter and to be moved with ease.

Our experience with Wiss scissors and shears (J. Wiss & Sons, Co., Newark, N.J.) parallels our success with the display for knives. Formerly, we stocked only about four sizes of scissors. When a Wiss salesman persuaded us to stock the full Wiss line in order to get the special display unit, we discovered that our scissors sales more than doubled. We were surprised that women were so discriminating in the selection of simple shears.

Even such simple items as drill bits and taps and dies respond to manufacturer display aids and stock selection. We show a full line of Century drill bits (Century Drill & Tool Works, Chicago) with sizes and

prices plainly marked, so that customers may help themselves; and adjoining this small display unit we carry a similar display of Ace taps and dies (Henry L. Hanson Co., Worcester, Mass.). These displays are far in the rear of the store, near our shop tool display, and mechanics see them and buy on impulse to a surprising extent.

A G-E light bulb display unit, complete with ample stock in all popular sizes, shown just inside the entrance, has tremendously increased our light-bulb sales.

What is highly important about these practical manufacturer aids is that they work both ways. They not only ease the way to practical merchandising for the small-town merchant and help him to increase sales, but they increase the manufacturer's business in direct proportion.

We need more aids tailored to the needs of the small-town merchant, and the best way for the manufacturer to know when a proposed aid is practical for the small-town merchant is to test it on salesmen who cover the small towns. Their advice often can be worth more than all the knowledge of the display expert, whose thinking is confined to elaborate city stores. We need more down-to-earth aids, less glamor.

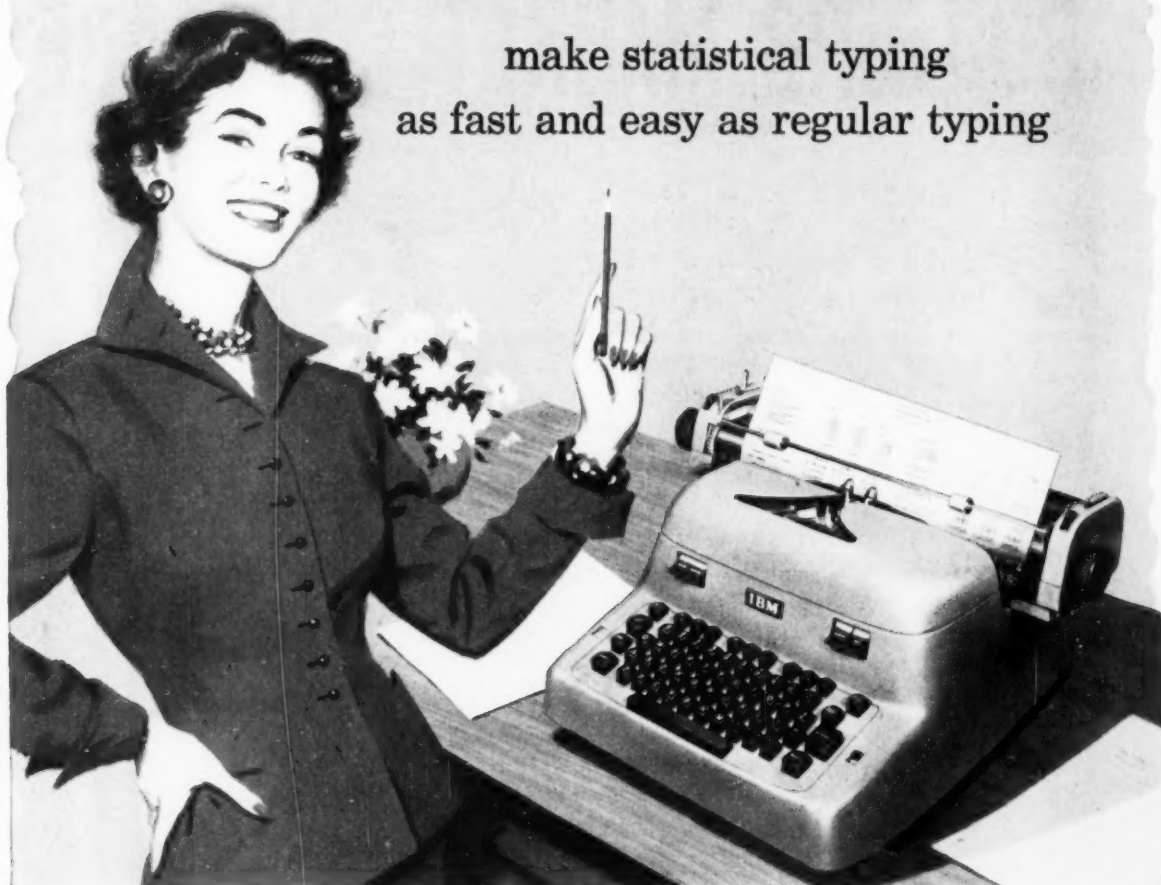


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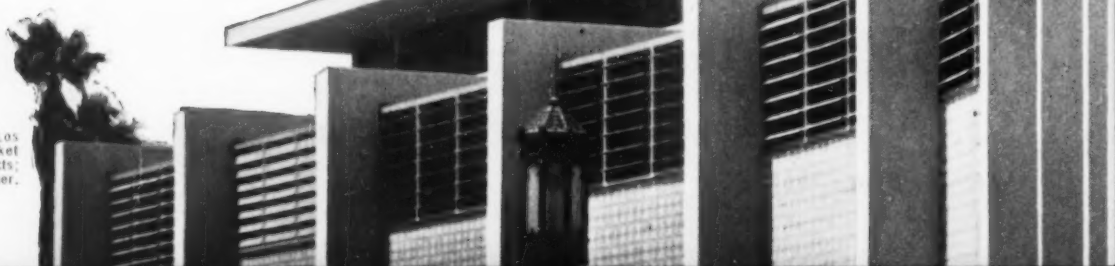


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1. Editorial timeliness and balance:

Editorial content is balanced scientifically with the aid of Dodge Reports in terms of all types of buildings architects and engineers are currently designing—the types of buildings that mean business for architects, engineers and advertisers.

2. Editorial quantity: The Record consistently carries more editorial pages than any other magazine serving architects and engineers (30% more in the first six months of 1953).

3. Reader preference: In 50 out of 56 readership studies (sponsored by advertisers and agencies) for which results are available—and in all sixteen such studies since January 1952—architects and engineers have rated Architectural Record first.

4. Circulation: Architectural Record reaches more architects and engineers than any other architectural magazine.

5. Lowest cost: per page per thousand architects and engineers.



KIT for campaign . . .



and some of the prizes

How a Contest Opened New Dealers For Portable Electric

Leaders are firmly established, but this did not dismay a spanking seven-year-old company. With a trip to Hawaii and lots of merchandise as prizes, distributor salesmen made a success of "New-Business Ball Game for All-Stars."

Based on an interview with
GEORGE W. WEATHERBY
Manager, Industrial and Trade Sales
Portable Electric Tools, Inc.

Question: How do you open new dealerships in a crowded industry?

Answer: Conduct a worth-while sales incentive contest among wholesale salesmen, give it timeliness and make the prizes worth fighting for.

Timeliness was the essence of success in a recently completed incentive program conducted by Portable Electric Tools, Inc., Chicago. The contest was launched at the beginning of the 1953 baseball season and called "New-Business Ball Game for All-Stars." All promotional literature was tied in with the ball season, an angle which sparked enthusiasm among

PET's 700 wholesale salesmen who had this chance to hit a few home runs of their own.

The contest was basically sound. It was the work of George W. Weatherby, manager of industrial and trade sales for PET, who with A. W. Miller, president, and John L. Baker, vice-president, decided at the outset that if the program were to succeed it must have not only timeliness and high incentives, but equal opportunity for all salesmen, and sustained push.

A complicated system of points had to be worked out. Men in less populated areas had the same chance as salesmen in areas such as Chicago,

Cleveland and Philadelphia. Results: When the "ball game" was over on May 31, score tallies showed that Salesman G. R. Mims, who operates out of smallish Kingsport, Tenn., had earned the highest percentage of new dealerships (30%) and had placed more new electric tool sets than his big-city counterparts.

The Los Angeles area was second with increasing dealerships—with 12%; Western New York and Pennsylvania were third with a 7% increase, and the Rocky Mountain states fourth with 5%.

The mechanics of the contest (which was not called a contest because every salesman could win) were simple to follow. PET tossed in the first ball of the game by sending into every salesman's home a large, three-pocket, leatherette portfolio announcing the contest. Weatherby and other company officials reasoned that the salesmen would be more receptive to ideas if they studied them at leisure. "Further, the huge prize catalog, listing prizes for *all* the family, would be exposed to wives and children."

Every salesman for every hardware jobber and wholesaler of Pet Power Tools was qualified to share in the prize program. There was no limit to winnings—depending on the sales-

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Here's a growing, buying market now more important to your schedule than ever. For the first time S. M.'s Survey of Buying Power has designated Bloomington (and its great plus market) as a Standard Metropolitan County Area.* Sell this great potential with the 2nd largest newspaper in Illinois (outside Chicago).

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Pantagraph
BLOOMINGTON, ILLINOIS
Central Illinois Home Newspaper Since 1846

Represented by Gilman, Nicoll & Ruthman

What Is Pet?

When a newcomer steps into a crowded industry, he is likely to be crushed and rushed—right out again. Or at least booted around a little before he's "accepted."

Not so with Portable Electric Tool, Inc., Chicago, a seven-year-old stripling in the field of home and industrial power tools. The company got a firm grip on the market the day it entered business.

In 1946, when PET was founded with \$25,000 capital, there were almost two dozen major manufacturers of small electric power tools. In a short time, PET rose above many competitors and now holds the No. 3 spot in the industry. It has been a fast ride for a company which began by making one product—an electric paint brush cleaner—in 3,400 square feet of store space.

Today PET has five plants, warehouse facilities, a factory in Canada. A complete line of home workshop tools brought 1952 net sales close to \$14 million.

man's efforts. All merit points earned in introducing two new sets of power tools counted toward the grand prize, "An all-expense Pan-American flight for two, and a one-week stay at the Royal Hawaiian in Honolulu."

Merit points for prizes were awarded on the basis of sales to Pet Power Tool Dealers. For each new dealer sold a "Pet Power Tool Package," the salesman was awarded 500 merit points; for each package consisting of five tools, he earned 200 merit points; for each dollar of Pet Power Tools sold separately or in addition to the latter package, he was given two merit points.

Wives Help Husbands

Family interest in the contest was stimulated by an entry blank which required the wife's signature and listing of prizes she hoped her husband would win. For completing this application form and mailing it to PET, she helped her husband to start the contest with a 100-point bonus.

The folio's three pockets contained everything the salesman needed to sell Pet Power Tools and to open new dealer accounts. There were broadsides, advertising mats, advertising reprints from *Popular Mechanics* and *The Saturday Evening Post*, photographs of PET's two new tool packages and window streamers promoting them. Reprints of articles from the *Chicago Daily News* and *Advertising Age*, gave the history of the company.

Important to the men were charts which showed comparative performance and price ratings of PET and its

competitors. There was one section on contest fundamentals containing prize catalogs, rules, and postage-paid cards which the salesmen sent to headquarters each time they made a sale. Thus points were registered almost immediately after each sale.

Point System Used

PET furnished the men with "Point Award Requests" forms on which to keep a record of sales made during the contest. On the first and 15th of each month, salesmen had their sales managers verify the sales tally by signing it, then mailed it to the home office. The company sent back a merit point "check" in the amount of points earned.

Dealers were not ignored in this contest. PET offered a cash award of \$500 to any dealer who, during the period of the program, bought the Pet Power Tool Package and submitted in 25 words or less a slogan starting, "Pet Power Tools..."

Salesmen were furnished forms for this part of the contest, and either signed it and left it with the dealer to fill in and mail, or worked with him on the slogan and mailed it immediately.

When the ball game was over, the company tabulated results and was convinced that it had made a hit over the right field bleachers. Dealer approval of the contest was unanimous, because they had had a chance to win, too. Hundreds of jobber salesmen won prizes and, most important of all, PET pushed up sales and opened many new dealerships.

SALES MANAGEMENT

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ordinary colors—add sales power to all your promotion,
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AMERICA"**



GEORGE M. HUMPHREY
Secretary of the Treasury

"Few things in America contribute more importantly to national security than the Payroll Savings Plan—the vehicle through which millions of employed men and women build security, counteract inflation and create a reserve of future purchasing power by their monthly investment in U. S. Savings Bonds. Credit for this outstanding influence in our lives is due largely to a team that is typically American... far-sighted business executives who have made the Payroll Savings Plan available to the employees of 45,000 companies... 3,000,000 Payroll Savers... publishers of more than 500 business magazines and the management of the other advertising media who contribute generously of their space and time... the Advertising Council and advertising agencies who give freely of their skills. To these and to all who have a part in building the Payroll Savings Plan, the U. S. Treasury Department welcomes this opportunity to say, "Well done, America."

Do you know—

- on May 1, 1953, the cash value of Series E Bonds outstanding—the kind bought by Payroll Savers—reached a new record high—\$35.5 billion—\$1 billion more than the value of E Bonds held on May 1, 1951, when E Bonds commenced to mature.
- cash sales of Savings Bonds, all series, during the first four months of 1953 totaled \$1,741,273,000—22% above those of the first four months of 1952.

- of the approximately \$6.7 billion E Bonds which had come due up to the end of April, 1953, \$5.1 billion, or 75% were retained by their owners beyond maturity.

- every month, nearly 3,000,000 Payroll Savers purchase about \$160,000,000 in Series E Bonds.

For assistance in installing a Payroll Savings Plan, or building participation in an existing Plan, write to Savings Bond Division, U. S. Treasury Department, Suite 700, Washington Building, Washington, D. C.

The United States Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the Advertising Council and

SALES MANAGEMENT



"But Joe, They Simply Won't Eat Fish!"

Joe Bogdanovich refused to listen. He established his own "Star-Kist" brand for tuna, began to apply marketing and advertising principles which succeeded with other foods. In 10 years he has increased sales from \$4 to \$46 millions.

BY JAMES H. COLLINS

Ten years ago the Bogdanovich family business was taken over by young Joe, on the death of his father, who from nothing at all had built it up to approximately \$4 million a year.

Today the French Sardine Co. does better than \$46 million. At Terminal Island, Los Angeles-Long Beach Harbor, Cal. the firm operates the world's largest tuna canning plant. The plant was built by Joe, based on his own "Star-Kist" brand, which has been the cornerstone in his company structure.

The business was built against the taboos of the industry. Old hands in the fish business tried to warn Joe against trying to promote his own brand to sell more canned tuna.

"Americans simply will not eat fish," they said. "The U.S. per capita is half an ounce a day, against 175 pounds of meat and poultry, 400 eggs, 400 pounds of milk and dairy products yearly. Joe, you can't change national food habits."

They said, "Look, Joe, the human stomach holds just so much; the battle for space in there is terrific—and you come along with fish! In a can! Think of the odds against you!"

They said, "Your Dad built this business by packing a fine product and letting other people sell it. You want to have your own label, you want to advertise, you want to be

another 57 varieties. For Pete's sake, be realistic!"

Joe paid no attention because he had been looking around, getting young ideas about food, and the age-old fishing business.

Joseph Bogdanovich was born in San Pedro, and into the fish business. He attended public schools there, worked in the cannery, majored in business administration at the University of Southern California, and in his fourth year left college to help his father in management.

His father, Martin Bogdanovich, had come from Yugoslavia in 1907, worked as a fisherman until he saved money to buy a vessel. With four other fishermen he started the present company in 1917.

A Brand Name Is Born

Joe was at one time attracted by the adventurous life of the fisherman until cured by four trips on a tuna boat. Then he came back to the cannery, with valuable insight into the problems of fishermen. This understanding has proved important in dealing with the fishermen who supply raw material.

Soon Joe was trying out ideas that seemed radical to his father. The company had never had a brand, but

now something called "Star-Kist" began to appear on the tuna pack—and on the cream of it. This set the company up in competition with its private-brand customers. And the scaffolding went up for a national marketing organization.

Americans wouldn't eat fish?

Joe studied the statistics and learned that some Americans were *real* fish eaters. Regionally, sea coast folks ate five times the national per capita amount. If Kentuckians and Iowans could be persuaded to eat fish as New Englanders did, the tuna pack would have to be doubled—several times. Californians liked fish and war workers coming in from the Middle West immediately began to eat as much fish as Californians.

Moreover, with war rationing of meat, people in the inland states were turning to fish for protein.

During the war, tuna canneries sold their packs easily, but in 1946 Bogdanovich put into operation marketing plans that he had ready, selecting three cities with good fish appetites. One of these was San Francisco, and the other two were inland—Salt Lake City and Buffalo.

Bogdanovich takes pride in the fact that every one of his original handful of brokers is still with him, and that with approximately 100 brokers today, he has 65% representation in



SALT WATER FLAVOR characterizes most Star-Kist displays. This one ties in with advertising on the Godfrey program.



MAMMOTH DISPLAYS move mountains of Star-Kist. This one, in the Thriftmart Super Market, Bellflower, Cal. sold 586 cases of tuna in one month. It features six economy menus, offers booklet of free recipes.



SILLY FISH: The customers love her. Her name is "Loona" and thousands and thousands of people send in dollars (with a Star-Kist label) to obtain her. She gets into many displays.

retail food stores, which compares with many of the oldest and most widely promoted food brands. He credits brokers and salesmen. His sales force is composed of men under 40, none of whom has ever quit.

"Good teamwork," he explains. "And maybe good picking."

The sum of \$60,000 was appropriated for promotion in these three cities, for local advertising, and for dealer cooperation. Brokers' men and Joe's own salesmen worked to obtain displays to back up the advertising, and point-of-purchase has since been the main target in Star-Kist promotion. The product must be in plain sight, at as many places as possible, when the housewife comes shopping. Retailers cooperate in displays when they discover how sales improve.

These initial market tests, measured by sales results, disclosed that it is impossible to increase tuna consumption even in cities where Americans like seafood.

And Bogdanovich maintained that nobody had ever done a good promotional job for canned tuna.

The promotion appropriation was increased in 1947, and has steadily grown to more than \$1 million in 1952, with general advertising led by the Arthur Godfrey show, and more than 200 radio and 30 television stations, plus magazines, farm journals,

national weeklies, newspapers and local media. The advertising is handled by Rhoades & Davis, San Francisco, and public relations by Burns W. Lee Associates, Los Angeles. Canned tuna had always been promoted as a hot-weather specialty.

"They'll serve it in July for salad and sandwiches" said critics. "But how about December, when you have turkey competition?"

Tired of Turkey?

"I think we all get tired of turkey in its farewell appearances," was Bogdanovich's answer. "Suppose we give them some recipes for hot tuna dishes? Suppose we give them better quality tuna than they have known in the general run of the grocery store? That might make a lot of difference."

Star-Kist tuna claims superior quality, attained by undisclosed production methods, but backed by taste tests in which three out of four persons distinguish it among unmarked samples.

Not only have recipes for hot tuna dishes increased winter sales, but Bogdanovich has apparently hit on an answer to the question, "How are you going to increase the space in the human stomach?"

Americans have more to eat and

enjoy a greater range of diet than any people in the world. They have adopted hundreds of dishes brought in by immigrants. Every day millions of housewives face the four questions: "What can I get for dinner? How is it prepared? What will it cost? How is the family going to like it?" Tuna, seemingly, provides an answer to all four questions. Presented where the housewife ponders her menu problem—in displays, with recipes—it is likely to be served once a week in summer, once in two or three weeks in cold weather.

Fishing is an industry with more feasts and famines than farming. Fish run in schools and flood the market; at other times they almost disappear, as the California sardine did during the past season. Tuna catches fluctuate during the season as well as from year to year and Martin Bogdanovich, a fisherman himself, established a reputation for steady buying of the fishermen's catches at good prices. This policy has been continued by his son.

Joe packs whatever fish are brought in by the tuna boats, and relies on his sales force and broker organization to sell the pack. Whatever the volume may be for the season he says, "We will sell that much, plus so much more." Then it is up to the organization to do the job. Bogdano-

"I'm amazed..."

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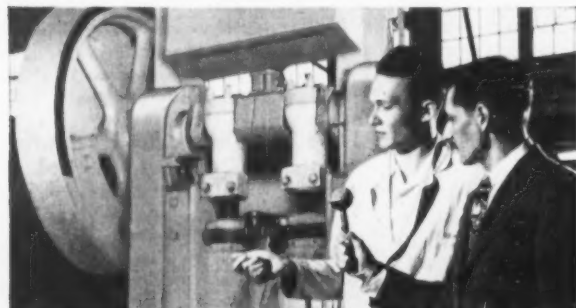
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This profit-wise peddler looks for the wettest crowds. His business is specialized. Like yours.

And like your business, this business paper of yours specializes, too. It packs into one place the current facts you want. It scouts out, sorts out, reports and interprets the specific news and information you need to keep posted and keep ahead in your field. Cover to cover, editorials and ads, it concentrates on bringing you specialized help you can't get anywhere else. Read it thoroughly... and put it to work.

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a paid circulation paper that must earn its readership by its quality... And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper still more profitable time.

What's Your Outlook For the Fourth Quarter?

Will sales in your industry rise? Decline? Level off?

Read the guessestimates of a panel of 300 industry leaders in Sales Management's exclusive Future Sales Ratings.

SALES MANAGEMENT

One of a series of ads prepared by
THE ASSOCIATED BUSINESS PUBLICATIONS



vich says a good marketing organization likes this kind of challenge. Each salesman in his territory, backed by the brokers, has opportunities to develop point-of-purchase and dealer co-operation promotions, according to local conditions.

"Get close to the housewife, and you get close to the grocer." That's the policy behind Star-Kist point-of-purchase tactics. This company has long offered grocers a cooperative advertising plan which is widely accepted because it is based on sound promotion.

Star-Kist point-of-purchase displays have given best results when developed along certain lines: When the product is nationally advertised; housewives have heard or read about it; the objective in the retail food store is to remind them of it.

Many displays are massive, and use several hundred cases of tuna. They are like road blocks in store traffic. "Here is that Star-Kist brand of tuna, and there's lots of it" is the idea.

Displays are also built for as long a run as possible—a month is not too long, as long as tuna is sold. In many stores a month's display of 400 cases has sold up to 600 cases, with increased sales for weeks afterward. When the salesman is able to show the retailer results such as this, he gets cooperation in store space and the retailer's own advertising.

Star-Kist displays are usually given a "taste" of the ocean, and fishing, with cut-outs of a fisherman, boats, fish nets and gear. The "boatload" display is typical. Lithographed boats large enough to hold several cases of tuna give the "massive" effect in smaller markets, 50 cases building a traffic stopper. These "boats" are shipped flat, and opened to hold a heaping pile of product.

Displays are tied in to national advertising with cut-outs of Arthur Godfrey. Studies of Godfrey's popularity have been made, but none of the "reasons" suggested have explained anything. For brand identification in a food market, in the heat of shopping, Arthur Godfrey is popular—he sells tuna.

Premiums sent for a dollar and a label are exceptional, but "Loona the Star-Kist Tuna," (plastic) has been an unusually successful gadget. "Loona" has no utilitarian value, is pure comedy, but people like her, want her, and the dollars pour in.

Another point-of-purchase device is promotion of a meal instead of a single food article. Tie-ins by manufacturers of related food products are now widespread in advertising. Star-Kist has a simple tie-in method which requires no formal arrangements with other manufacturers, but which is staged in any store, under control by the retailer.

The basis is suggested menus for a tuna dinner, lunch, or cold as well as hot weather snack-type meal. A half-dozen menus are featured with the display which call for vegetables, fruits, dressings, relishes. The retailer builds accessory display of other foods, gets added sales for those products.

"You can use point-of-purchase devices to sell the housewife a can of Star-Kist," is the way one broker explains it. "But if you offer suggestions for making it the center of a tempting meal, you've done more for her, and made her a steady customer."

Bogdanovich is proud of the fact that his company's success has taken nothing away from any other tuna cannery. Star-Kist has proved that per capita consumption of tuna can be increased, and that promotion can be by the industry, for the industry. He has been a leader in organizing the new Tuna Research Foundation (for marketing and production research) and has been active in an effort to get the National Canners Association to pay more attention to canned fish products.

Last year Star-Kist opened an enormous cannery with "Free Enterprise Day" ceremonies honoring Martin Bogdanovich, who had so completely illustrated opportunity in America. The founder died in 1944. This new cannery is No. 4 for the company. It would have amazed Martin Bogdanovich, with its capacity for 672,000 cans per eight-hour shift.

COMING

How dozens of companies are using tape recorders and other recording equipment to short-cut and improve sales training techniques, point-of-purchase promotion, field communications, market research, interviewing, sales presentations.

In SALES MANAGEMENT, Nov. 1...

A "sound" investment for you and your business

Revere *"Balanced-Tone"* TAPE RECORDER



dictation—speeches

Makes an easy-to-operate, low-cost dictation unit. Frees secretary for other duties! Permits you to perfect speeches beforehand by hearing yourself as audience does!



conferences—meetings

The perfect "secretary" at conferences and meetings. Records the entire proceedings, word for word, for review and discussion.



sales training

Easier way to absorb sales instruction, review important case histories. Gives salesmen opportunity to practice and improve sales technique.



at home

Records children's voices, home talent, concerts, radio and TV programs, home movie continuity, even "talking letters" to friends and relatives.

Through the miracle of capturing sound on tape this remarkable instrument permits you to get *more* done with *less* effort at *less* cost as well as providing countless hours of pleasure and recreation at home.

Incorporating a sensational new development—the "BALANCED-TONE" Control—with other exclusive electronic advancements, Revere has achieved a rich tonal quality heretofore obtainable only with professional broadcast equipment. Yet key-control operation is the easiest and simplest of any recorder. Included among its many outstanding features are 2 hours of recording on each reel, lightweight portability and magnificent styling. See your Revere dealer today for free demonstration!

Revere T-700—Complete with microphone, radio attachment cord, 2 reels (one with tape) and carrying case.....**\$225.00**

TR-800—Same as above with built-in radio.....**\$277.50**

Special Studio Models—Speed 7.50

T-10—Complete with microphone, radio attachment cord, 2 reels (one with tape) and carrying case.....**\$235.00**

TR-20—Same as above with built-in radio.....**\$287.50**



BASS-REFLEX SPEAKER

For use in auditoriums and schools where ultra-fine musical reproduction is required. Large 12" speaker gives exceptional bass response and wide range. Unit designed as a console base for the recorder. Lightweight; portable. With plug and 25-ft. cable.....**\$49.50**

REVERE CAMERA CO. CHICAGO 16, ILL.

Architect:
Conrad E. Green
Providence, R. I.



COLOR VARIETY FOR REDWOOD

Cabot's finishes for Redwood offer an interesting variety of color effects—enhance the natural beauty of grain and texture—ensure years of lasting protection.

CABOT'S 325 CALIFORNIA REDWOOD STAIN—specially blended pigments dispersed in creosote oil capture and preserve the natural color of new Redwood.

CABOT'S 3625 SEQUOIA RED STAIN—similar color to Cabot's California Redwood Stain but with heavier pigmentation and greater hiding power.

CABOT'S 51 EUCALYPTUS GRAY CREOSOTE STAIN—imparts a delicate greenish gray color to the wood.

CABOT'S 241 CREOSOTE BLEACHING OIL—turns wood to light wood gray, which develops gradually over 6 months' exposure.

CABOT'S 100 CLEAR GLOSS FINISH—a transparent waterproof finish producing a lustrous gloss—particularly designed for Redwood.

WRITE TODAY for folder "Redwood Staining" and color card.

SAMUEL CABOT INC. 1071 Oliver Bldg.
Boston 9, Mass.

Architect: Kern,
Smith, Sutterlin,
and LeMondage
Washington, D.C.



THE WEST'S OWN COLORS IN CABOT'S

RANCH HOUSE HUES

Created especially to blend with the natural Western land scape of your home, Cabot's Ranch House Hues offer you charming pastel tones in a unique wood finish. Ranch House Hues have considerable hiding power, enhance the beauty and texture of wood. Excellent for siding, clapboards, shingles—all exterior woodwork. They're economical, too, easy to apply and maintain even for the amateur.

DISTRIBUTED BY:

Los Angeles, Huntington Park — J. M. Scofield Co.
San Francisco — Condon & Co.
Portland — Pacific Building Material Co.
Seattle — T. H. Taylor & Co.
Hastings, N. H. — Russell B. Ames

See for yourself these fascinating new Ranch House Hues—Almond Brown, Salmon Peach, Mimosa Yellow, Sagebrush Gray, Pigeon Wood Green, Philippine Mahogany, Pipestone Red and other colors available from no other source.

SAMUEL CABOT, INC., 917 Oliver Bldg., Boston 9, Mass.

INTRODUCTORY ADVERTISING with a strong Western flavor, appeared in *Sunset* and *Western Builder*. Then, with the upsurge in the building of ranch houses, it was broadened to take in a whole group of national magazines in the home and architectural fields.

Cabot's "Ranch House Hues:" A California Idea Born in Boston

Samuel Cabot, roaming the West, spotted a need for a new kind of stain for redwood. He also noted the skyrocketing interest in ranch house construction. Results: New line, new promotional theme, sales up 40% for Jan.-June, 1953.

Samuel Cabot, Inc., with headquarters on historic Milk Street (No. 141) Boston, Mass., now in its 76th year, is a devotee of the western-born "ranch house" style home. This medium-size, old-line New England company, managed by the second and third generations of Samuel Cabots, derives quiet satisfaction from the fact that it spotted a trend that would work itself eastward in what could have been another California flash promotion.

When Samuel Cabot, president, was on a combined vacation and business trip in California shortly after World War II, he noted the strong interest of home owners in redwood for exterior and interior construction of ranch-style homes. This second generation Samuel Cabot assessed red-

wood's new popularity and thought he recognized a need for a new stain. Like his father, he set out to determine whether there was a demand for a new product, or whether he was merely enchanted with another California fad.

Cabot quickly learned the answer. Architects and home owners were searching for a stain which would preserve and glamorize redwood. Paint covers up its beautiful grain; untreated redwood turns black; varnishes do not stand up.

This meant the development of a new product for a given region—a departure from the company's life-long policy of creating new products to be marketed throughout the country.

Cabot rechecked. He talked with

other architects, with redwood experts and with distributors. Not only was the need there—but it was substantial.

Returning to Boston, President Cabot discussed the matter of developing a special stain for redwood with Samuel Cabot, Jr., treasurer, and with Thomas W. Blades, sales manager. The decision was "Go ahead."

Before long a special stain for redwood was created in the company's laboratories. Repeated tests disclosed that it was most suitable for redwood, at a cost considerably less than the cost of paint. Perhaps its most advantageous feature is that it does not turn redwood black, as happens with translucent stains which competitors were attempting to sell in California.

Stocks of the new stain, labeled "325 California Redwood Stain," were rushed to the company's California distributors, L. M. Scofield Co., Los Angeles, and Condon & Co., San Francisco. Meanwhile, advertisements were scheduled in the regional magazine, *Sunset*.

The new product caught on overnight. In a few weeks the company's stain sales reached five times its previ-

WTAR

TV • AM • FM
NORFOLK
VIRGINIA

proudly announce their affiliation with

CBS

RADIO AND
TELEVISION
NETWORKS

effective September the nineteenth

This combination of Norfolk's
dominant stations . . . WTAR and
WTAR-TV . . . with the Nation's
most listened to networks assures our
advertisers greater sales results in
America's Miracle Market.

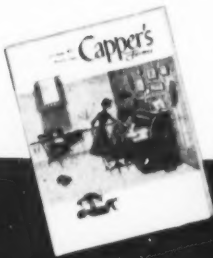
If You Want MASS



...LIKE
**SAL
HEPATICA**

With a mass product, you buy mass markets. Mid-America is one — a mass market, dominated by farmers. You can't sell Mid-America without farm families, nor the magazine that concentrates on them alone!

Buy
Capper's
Farmer



ous California volume. Total Cabot woodstain sales by 1952 were 120% over those four years ago.

The company lost no time in following through on its achievement. Uses were discovered for companion products. Several new products were developed, including Sequoia Red Stain, more heavily pigmented than the Redwood Stain, to give greater hiding power; and Cabot's Clear Gloss Finish, suitable for redwood, but designed for all exterior wood surfaces.

The demand for these new finishes not only created new buying interest but also increased sales for several old Cabot standbys such as Cabot's Bleaching Oil, which produces in six to 12 months silver-gray weathered tones that survive many years of exposure; and Cabot's Weathered Gray Stains, which produce attractive weathered tones on redwood.

How to Broaden Line

The company by that time was ready to look into additional business potential in the ranch house boom. Architects and builders were using only part redwood in construction, or other woods entirely, such as red and white cedar, fir, pine, cypress, spruce and Philippine mahogany, a wood that looks similar to the real mahogany.

This additional business began at first to trickle in, but in a short time it grew to sizable volume. Meanwhile, Cabot pushed its sales campaign southeastward into Texas and northward through its distributors, Pacific Building Material Co., Portland, and Galbraith & Co., Seattle. The redwood boom was rapidly extending into those areas. Sales response was immediate and gained strength rapidly.

Meanwhile, delving further into the needs for products growing out of the fad, the company found that wood was used extensively as open beams, paneling, flooring, etc., in the new ranch houses. Here was a need for interior finishes to beautify and preserve the wood.

Cabot's researches resulted in another new product — Cabot's Stain Wax — used especially for interior woodwork on ranch houses. Repeated tests disclosed that it not only penetrates deeply into the pores of various woods, bringing out the natural beauty of the grain and texture, but also provides a wear-resistant easy-to-keep-clean surface. It can be applied either with a brush or with a cloth. Its greatest advantage, however, is that it combines a stain and a wax finish in one application. (Competi-

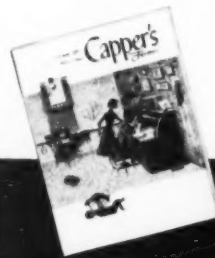
If You Want CLASS



...LIKE
Hamilton

When your product costs important money, you want the people who *have* money. Farm families are near the top. And tops among them are the readers of Capper's Farmer. They are the most prosperous farm families in Mid-America, itself the richest farm market on earth!

Buy
Capper's
Farmer



tive finishes require two or three applications, generally of different products; for example, a coat of penetrating stain and a second coat of varnish.)

A special wax stain for redwood was also made in this line. Its variety of other colors include three different grays, walnut, mahogany, maple, white, ivory and natural.

This new interior line increased sales as rapidly as they were shot up by the exterior stains. Its popularity spread into all localities where exterior stains were selling. It appealed particularly (as Cabot executives intended) to people who did part of the work on the ranch house themselves, and to housewives who helped to finish interiors.

Most company executives probably would have been satisfied with the progress made on the new lines. But Cabot executives, following the long-established policy of changing or improving products whenever conditions point to advantages to be gained and believing it wise to play the ranch house trend to the maximum, came up with their highest trump card.

This is Ranch House Hues, a line of stains conceived exclusively for such houses, which is an improvement on the line originally developed for this purpose. These supplement the original line for redwood because they can be applied easily to any kind of wood ordinarily used in ranch houses. The color range is wider and in pastel shades, the shades most popular for ranch houses on the Pacific Coast and in Texas. The stain itself is a unique flat finish. It spreads easily, yet in no way resembles paint nor blots out the texture of the wood.

Why the Name?

Perhaps more significant than the new line itself is the fact that before attempting to market it Cabot created a background of glamor to add to its appeal—focused particularly on the region in which the line was to be sold.

Cabot executives, researchers, staff men and women and a few outsiders expended a great deal of time in creating this attention-inviting background.

The intriguing name of the line itself—Ranch House Hues—connotes a variety of special shades for structures, such as those on the dream houses in the home and women's magazines.

The colors? They are based on the traditional Spanish color influence; the company describes them in a recent advertisement as "capturing all

the warm, friendly tones of the old Spanish Southwest."

Distributors and their salesmen, architects and others helped company executives to select color names, which are appropriate to Ranch House Hues. One of them, Salinas Fawn, is named after a town in California. Another, Sequoia Red, was gleaned by Treasurer Cabot from a huge color-chart book. Sombrero Red was suggested by the shade of a sun-tanned Spanish hat.

Where Cabot Advertises

There's a story behind each of the other colors, too: Puget Sound Green (to appeal especially to the northern part of the Pacific Coast area); Philippine Mahogany, Coast Guard Gray, Alcazar Brown, Hacienda Gray, Mimosa Yellow, Sagebrush Gray, El Capitan Gray, Pipestone Red.

Although Cabot advertises almost entirely in national publications, the new Ranch House Hues were introduced in California territory through special copy in *Sunset Magazine* and *Western Builder*. In order to reach other nearby sections and additional parts of the country (by then the ranch house vogue was spreading through the Middle West and into many parts of the East), sizable insertions were made in *House Beautiful*, *House & Garden*, *Better Homes and Gardens*, *Architectural Record*, *Progressive Architecture* and *Architectural Forum*. The company has advertised for years in these magazines.

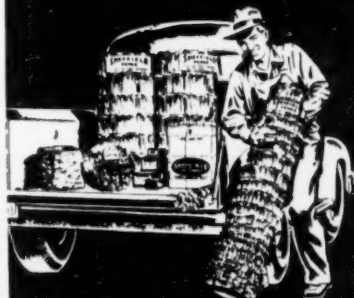
At the same time distributors were stocked in all parts of the country. They were furnished color cards for themselves and their salesmen which illustrated the new hues and extolled their appeal. Color cards also were mailed to all leading architects. Result: Specifications and orders for Ranch House Hues started to come in before the Cabot factory had prepared the materials in quantity.

It was largely through the demand for these hues, Treasurer Cabot said, that the company was able to increase its stain sales for the first half of this year 40% above the pace set last year. There are strong indications, he believes, that the Ranch House Hues demand will continue to mount rapidly and to spread to most parts of the nation in the wake of the ranch house vogue.

The line that was especially developed for certain regions seems destined to become a national product.

Meanwhile, keeping its eyes open for additional new strictly national

If You Want FARMERS



...LIKE
SHEFFIELD
STEEL FENCING

With a product for farmers, you want *on-the-farm circulation*. Not would-be farmers, or half-acre farmers, but those with fields to work... stock to raise... buildings to maintain. Capper's Farmer circulates 90% right on the farm!

Buy
Capper's
Farmer





220,000*

TV screens

**make a bright picture for
your advertising over**



**Memphis ONLY
TV Station**
WMC WMCF WMCT

*Based on latest
distributors' figures

National Representatives The Branham Co.

Channel 5 • Memphis

NBC Affiliate

Owned and operated by

THE COMMERCIAL APPEAL

Also affiliated with CBS, ABC and Dumont

products, the company established the need for and perfected another new line — Cabot's Canvas and Awning Paint.

The story behind this line started when a big distributor of stains and paints in the East became dissatisfied with the awning paints he stocked because they failed to accomplish what was expected of them. For instance, they didn't penetrate through to cover the inner side of the canvas. No matter how carefully applied, they dried out streaked. They couldn't be used, for example, on canvas seats of summer chairs because the paint stuck to people's clothes.

Why couldn't Cabot develop a canvas paint that would overcome drawbacks? If the company could do so, the distributors had sufficient confidence in its past performances to guarantee a trial order of 300 gallons on the first batch.

Is It Needed?

In this case, Treasurer Cabot pointed out, the company again applied its customary policy to determine whether there was a definite need for this type of line. He enlarged on the procedure under this policy as follows:

"One person's testimony alone, no matter how much it is respected, cannot safely be used as the basis for establishing the need for a new product or line. But if 10 or 15 dealers, salesmen or architects in different areas say the same thing, then the chances are good that there really is a strong need for a new product or line."

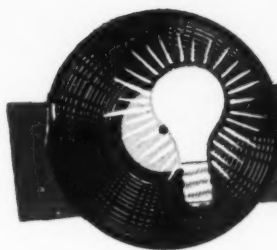
Distributors, builders and others in various parts of the country were queried. Many reported a need for a good canvas and awning paint. The go-ahead signal was given to the Cabot laboratories.

The eastern distributor received 300 gallons of this paint. But that was only a fraction of the initial marketing step. Hundreds of distributors throughout the country were informed of the new line either by company salesmen or through literature and swatches showing all eight colors of the new line (and demonstrating how thoroughly and attractively they covered canvas), through letters, etc.

The first time around more than 150 distributors stocked the paint. Almost 100 of them reordered in quantity even before their original stocks were gone.

At this writing, only about four months after the new line was introduced "Sales," as Treasurer Cabot describes it, "are running away from us."

SALES MANAGEMENT



ideas from RCA VICTOR

for premiums and promotions

Want to coax a car to give its own sales pitch?

Or sell cereal with a trip to Mars?

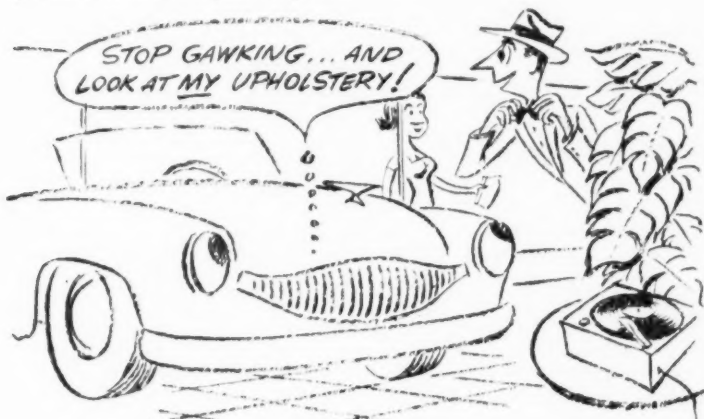
The "idea" file at RCA Victor Custom Record Sales is bulging with exciting new sales promotion uses for records.

Whether you are in the market for a fresh, new premium—or an extra kick in a promotion—a custom recording by RCA Victor with your special message can be a winner. Sound sells—and a long list of success proves it!

But that just starts the story. Engineering experience, facilities, service and price are all just as important as ideas. By all means, investigate any of these points. You'll find RCA Victor prepared to do a complete job of unmatched quality—at a price that's right.

RCA Victor is now producing, on a custom basis, everything from 6 1/2" Spinners to 16" transcriptions—78's, 45's, LP's and EP's, too—for a blue chip list of merchandisers. Script-writing, recording, re-recording, processing, pressing, packaging and shipping services are all available.

But *hear* the story with your own ears. Send for free record that tells you of actual success stories about the use of records as premiums and promotions. *Mail coupon today!*



A recorded trip to the moon, or a trip to the Wild West... or a song should help "move" kids' shoes, suits, cereals. Why not?



A smart travel bureau which offers a record of foreign phrases with a ticket to Europe might put competition out of business!



Custom Record Sales



Radio Corporation of America RCA Victor Division

New York Chicago Hollywood

TMKS®

SEPTEMBER 15, 1953

RCA Victor Custom Record Sales Dept. 5-90
630 Fifth Avenue, New York 20, New York

Rush me by return mail your free record and descriptive "idea" folder on the effective use of records as: ☐ premiums ☐ promotions

NAME _____

TITLE _____

FIRM _____

ADDRESS _____

Before the Sales Chief Blames His Men

He should ask himself: Do I have a sales plan? Do the salesmen understand it? Are my goals realistic? Are the men qualified to perform their jobs? Do I ask them to undertake useful work? Is my pay plan geared to the job to be done?

BY CARL T. HOFFMAN
McKinsey & Co., Management Consultants

Have you caught yourself grumbling recently that your outside salesmen aren't willing to work? Do you think they are lazier than they used to be?

To a long-time observer of sales organization, this sentiment is a more revealing comment about the manager who holds it than about the men he accuses. Our experience has been that outside salesmen are hard-working men. When they appear to be shirking, it's often because management has neglected to plan their work so that it can be done.

Take a Perspective

Next time you begin to worry about your outside salesmen, you might push back your chair and evaluate *your* part of the job. It will help if you consider your organization for a moment as though you were an outsider and answer the following questions about it:

1. What activities can be performed by outside salesmen which will be of real benefit to the company?

2. Can the company afford a sufficient number of salesmen to perform all these activities effectively or must some of the less important activities be left undone?

3. Which activities must the company forego because it would be too expensive to maintain a sufficient number of salesmen to perform them?

4. What is the best way to do the jobs that are left—the ones that will do the most to help achieve company objectives?

5. What is needed in planning, supervision, training, incentive compensation, and other sales management techniques to clear the way for efficient performance?

Instead of a well-planned and well-

thought-out sales force operation, along the above lines, we typically find various combinations of the following:

1. Salesmen are left to figure out for themselves how the field selling job should be done. The result is that no two men arrive at the same answer, and each goes about the job differently.

2. Salesmen are instructed to perform more activities than they can physically accomplish. Under these circumstances the individual either spreads his efforts so that he does nothing well—or he decides for himself which activities he is going to omit. Inasmuch as he usually gives priority to tasks which are easiest rather than to those which are most important for the company, results are seldom what they might be, or what the sales manager expects.

When Plans Aren't Workable

3. Salesmen are instructed to do things which are unsound and will not work simply because the sales manager has never thought through the method of doing the job, or whether the results will justify the effort and expense. Instead he may have borrowed an idea from some other company, with the thought that it could be transplanted to his company. The men find out quickly when these ideas don't work, stop trying to make them work, and lose confidence in their superiors.

4. Frequently salesmen are not qualified to do the selling tasks assigned to them. This may be because selection and training procedures are not geared to the requirements of the job, or because the opportunities do not attract and hold the right type of men.

The above illustrate widespread de-

ficiencies. There are, of course, almost as many others as there are individual situations. A regrettable aspect of the problem, however, is that there is a tendency to look for shortcut solutions by relying on ingenious forms of incentive compensation or other devices as a substitute for thorough analysis that will lead to the development of good sales management techniques. These substitute measures serve only to confuse the men further, to lower morale, increase turnover, and generally result in a low, over-all level of effectiveness.

A realistic attack on the basic sales job, on the contrary, clears up many problems at once. By way of illustration, let me tell you about a company that asked us to help improve its selling procedures.

This company, a leading manufacturer of men's wear, sold its products direct to approximately 10,000 retail outlets. Its sales force consisted of approximately 150 salesmen with 10 regional supervisors.

Roots of the Trouble

The president had come up through the sales ranks and had been the most successful sales executive in the company's history. He had a clear concept worked out in his own mind of the job to be performed by salesmen in the field.

But when we talked to and worked with a number of salesmen in the field and with all of the regional supervisors, we learned that they were performing activities different from the basically sound concept worked out by the president. Furthermore, the activities performed by field salesmen were not paying off.

The explanation of the discrepancy between the way the field job was being done and the president's concept is revealing. It furnishes a good example of the type of situation described earlier in our discussion. These are the key reasons:

1. With 10,000 active accounts to be solicited, it would have taken a substantially larger sales force than 150 men to do the job. Although the headquarters' concept was sound, there had not been the necessary follow-through to make it possible to carry out the concept. (This was overcome by cutting the number of accounts to be called on in half so that the salesman's job would be reduced to workable dimensions. The smaller accounts which were cut out were handled through a newly established mail order department.)

2. Neither regional supervisors



PRODUCT RECOGNITION is what Pays Dividends!

Dividend notices make wonderful Christmas Cards but

BEFORE YOU MAKE A PROFIT someone has to buy your products.

"Product recognition" may not appear as such in your Annual Statement — but its absence or presence will be reflected in the profit or loss column.

RECOGNITION ACHIEVES DIRECT ADVERTISING RESULTS

TODAY'S HEALTH, like RADAR, scans a preselected market of health-minded, home owning families with incomes to meet any and all of their needs and wants.

That's why TODAY'S HEALTH, an A.M.A. publication, is so successful in influencing product recognition and acceptance.

Accredited and identified by the emblem of acceptance by the American Medical Association, your advertising in TODAY'S HEALTH is confidently accepted because the integrity of every statement has been established.



We have available a file folder containing the complete story of TODAY'S HEALTH. We'll be glad to mail you a copy.



*Wire, write or 'phone your nearest Today's Health representative

New York 17, N.Y.

John L. Murphy
1014 - 475 Fifth Ave.
MUrray Hill 5-1744

Pasadena 1, Calif.

Ren A. Averill
Security Building
234 E. Colorado St.
RYan 1-9291

Chicago 4, Ill.

George G. Curtis
1692 Board of Trade
Building
HARrison 7-0706

today's health

PUBLISHED BY THE AMERICAN MEDICAL ASSOCIATION

535 N. Dearborn Street — Phone: WHiteball 4-1500
Chicago 10, Illinois

Learn about Amazing Space Stretcher for

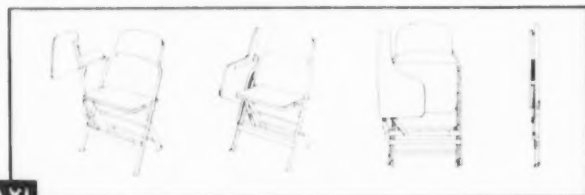
- Group Meetings
- Sales Meetings
- Conferences

**DOUBLE Seating and Table Space
at a Moment's Notice**

The new Clarin
Tablet Arm Chair that Folds
combines table and chair
in one. You'll be amazed
at how many people you can seat
comfortably in a small office—
and give each of them table space
as well. Thus, you can hold those
important group meetings in almost any office—
and arrange for it in a few moments. Undoubtedly,
you've wished for a chair like this many times. Now it's here!



FOLDS FLAT IN 3 EASY STEPS



WRITE TODAY!

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nor salesmen knew or understood the headquarters' concept of the job. Therefore, they were improvising in accordance with their own ideas. For example, most supervisors were spending their time doing a selling job themselves on the major accounts in their regions and were doing nothing about directing, supervising, or training their men. Some men were attempting to show a full line, others were concentrating on a portion of the line. Some men were trying con-

Coming Soon

... in Sales Management:

A Long, Hard Look at the Sales
Promotion Manager and His Job

scientiously to cover all their accounts, others were concentrating on the few larger ones. There was no consistency. (Here again was lack of follow-through to see to it that a basically sound concept was actually being carried out in practice. This was corrected through training.)

3. The compensation plan in effect encouraged the men to do the unimportant things and neglect the important ones. Because compensation was basically a commission on sales, the interest of the men was concentrated on getting an order and then rushing on to the next account to get another order. No time was allocated to the more important merchandising service that was needed to help their accounts sell more. (This was corrected through a revision in the compensation plan which placed emphasis on building sales volume through accounts rather than on the immediate order.)

The efficiency of outside salesmen is a broader and bigger problem than the contribution they make to any one company. According to Dr. Harry Tosdal of the Harvard Business School, there are approximately 1,350,000 outside salesmen in the United States. If their compensation is estimated at between \$5,000 and \$6,000 a year, and if reasonable expenses are added, they account for \$12 to \$15 billion of distribution cost.

The outside salesman is a vital factor in moving goods from the assembly line to the consumer. He can do a better job for us if we think his job through.

SALES MANAGEMENT

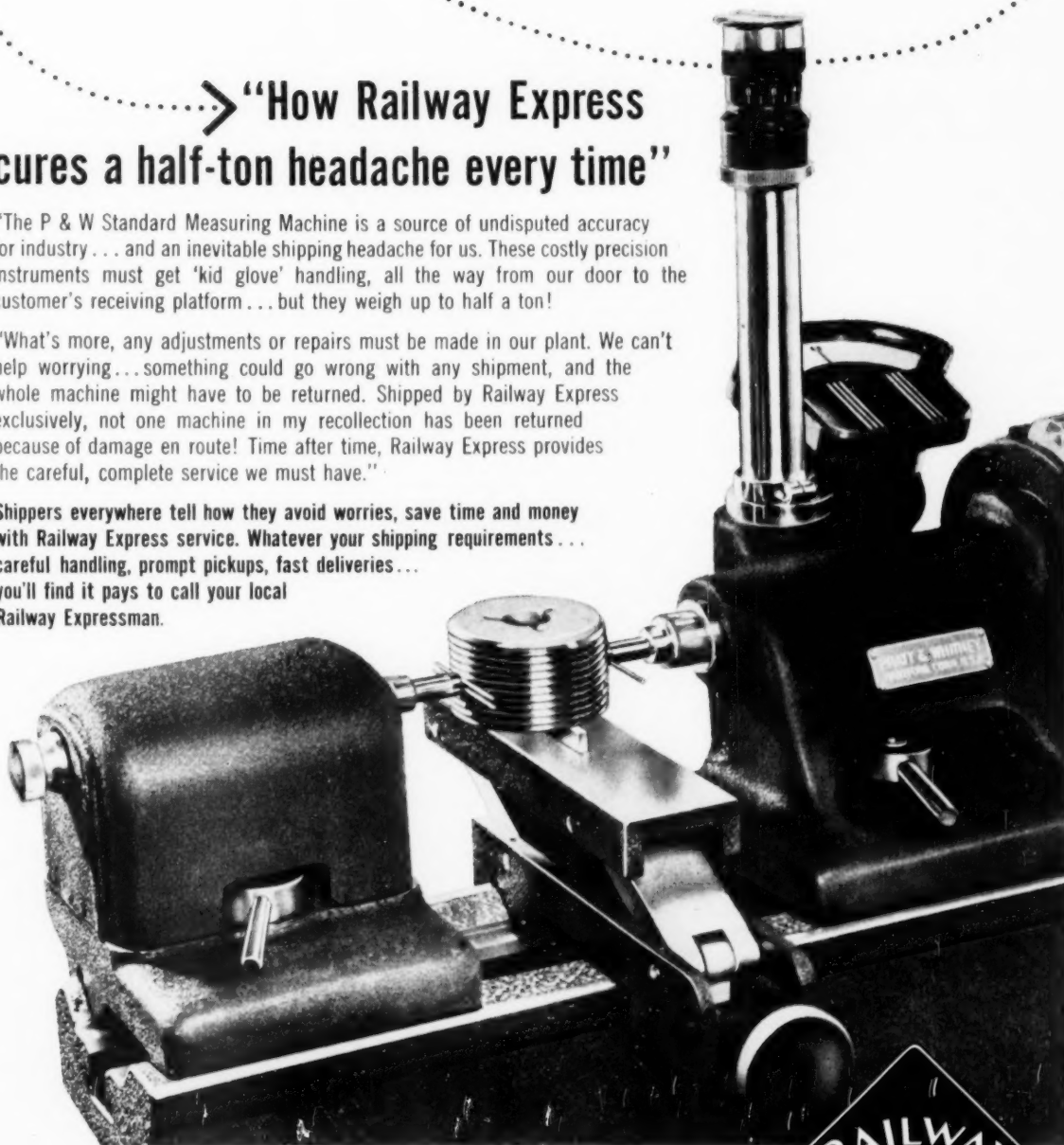
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Six companies tell why their . . .

Honor Awards for Top Sales Performance Sharpen Incentive, Lift Morale

Consistent, carefully planned award programs to single out competent salesmen pay off in better salesmanship, better work habits. Membership in many honor clubs is automatically qualification for future executive leadership.

One of the most powerful motivating forces behind a man's desire to surpass mediocrity is his urge for recognition.

That is why you are beginning to hear more about award programs sponsored by sales executives striving to stimulate greater accomplishment among individual salesmen.

Men are singled out for honor because they have achieved sales volume in excess of quota, or because of superior activity in obtaining new prospects, new outlets, or more profit per transaction. Awards are given for highest sales-to-calls ratios, lowest expense per call, greatest success in obtaining collections, performing demonstrations, greatest number of interviews and service follow-ups.

It is from the pool of consistent award winners that management men are often selected.

Friden Calculating Machine Co., Inc., has a "Conquistadore" club for salesmen who fulfill certain quota requirements. Eligibility for the Pitney-Bowes, Inc., "Leadership" club means a three-day vacation at a resort hotel, prizes, a visit to the home office.

Once a year, the man who best shows the qualities for "future sales leadership" becomes "Manager for the Month" in the Armour and Co. organization. Paint manufacturer Martin-Senour, Chicago, gives a substantial check to the salesman who best meets 20 requirements within a year's time. Sales personnel in Diebold, Inc., must secure a minimum of 1,200 points of business in an annual period to gain membership in the company's "100%" club.

There are "Squab" clubs, "Topper" clubs, "Men-of-the-Year" clubs and hundreds of honorary organizations among companies that recognize the psychological and sales values of

crowning the heads of men whose service is distinguished.

Awards vary from a simple plaque to elaborate vacation trips, cash, bonds, merchandise prizes, stock, honorary dinners, and—in some cases—outright promotion.

In all cases a salesman must be above average to qualify; awards are based on measured sales accomplishment.

Diebold's 100% Club

From a close examination of the award program at Diebold, Inc., Canton, O., (filing equipment, safes, microfilming equipment), it is obvious that a successful program of recognition is as carefully planned and executed as a sales promotional campaign.

Diebold's 100% Club is composed entirely of sales personnel who must earn 1,200 points in a year's time in order to qualify. Points are calculated on the basis of orders entered, with various point allocations depending on the degree of effort and time required to sell various products. Some of the Systems' products are worth \$25 per point; others are rated at \$50 per point. So, if a man sells \$3,000 of the \$25 per point items, he acquires 120 points that month. Points are added up at year's end.

According to W. K. Wilson, vice-president and Systems sales manager, "There is no limitation on membership. Any salesman can qualify so long as he acquires the total number of points. Of our total sales organization in both the Bank and Systems sales divisions, an average of 20 to 30% of the total group have qualified in the past six years."

Wilson reveals that men who are selected for management in the Diebold sales organization "are picked as

much as possible from our 100% Club membership." He reveals that the company recognizes membership in the club as qualification for leadership.

Club members participate in expense-paid conventions at resort hotels, receive a \$100 check and a "100%" lapel pin. In addition, a winner's business cards are printed with a club insignia.

The club originated in 1947, and the first club meeting was held at the General Oglethorpe Hotel, Savannah Beach, Fla. Meetings have been held every year since at various resorts, including French Lick Springs, French Lick, Ind.; The Homestead, Hot Springs, Va.; and Congress Lake Country Club, Canton, O.

Meetings last three days. Emphasis is on golf, swimming and entertainment. Yet the underlying philosophy is "to get value out of the meetings."

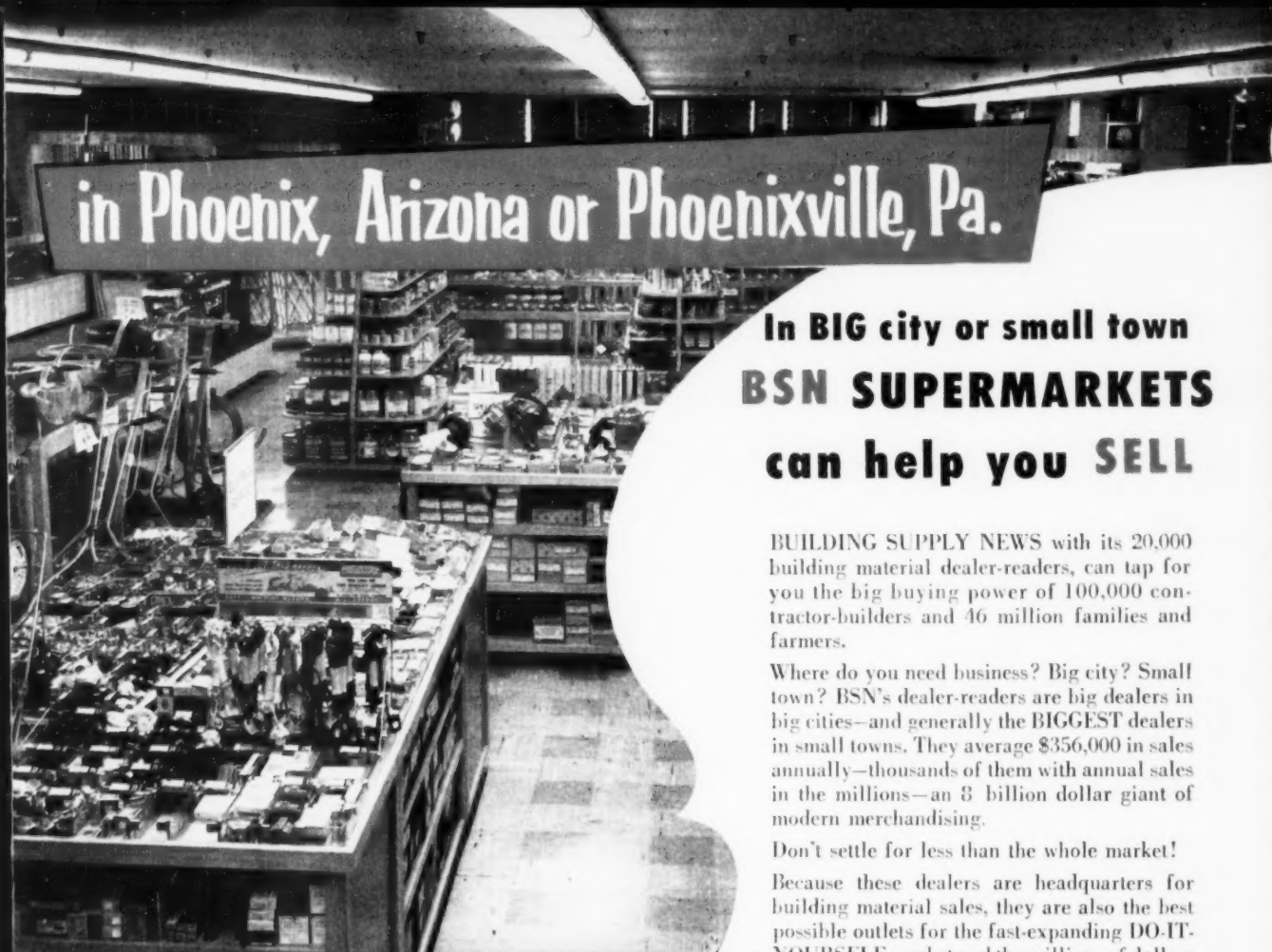
During the three-day period, six hours are devoted to business meetings. Men explain applications or sales situations they have encountered, so that the sessions become educational. The meetings are turned over to the men themselves. They carry on with their own officers in charge. Executive personnel are there merely to assist them in conducting the meeting.

Diebold observes these values from the program:

1. Winners have the opportunity to "rub shoulders" with other successful men. They exchange ideas. A salesman in Dallas, says Wilson, once commented that he had enjoyed attending a meeting because he had an opportunity to talk to a man from an Eastern office and pick up an idea that later made him over \$1,000 commission.

2. Men have an opportunity to meet "our top management group." The board chairman, directors, the president, chairman of the executive committee, factory management personnel and sales management personnel attend.

3. Ideas come from the meetings. "We use the meetings as a sounding board for promotional activities and new product sales research," remarks Wilson, "and product improvement



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O'MALLY'S with headquarters at Phoenix (population 106,818) is Arizona's No. 1 building products outlet. A pioneer merchandiser of lawn and garden supplies, paint and hardware.

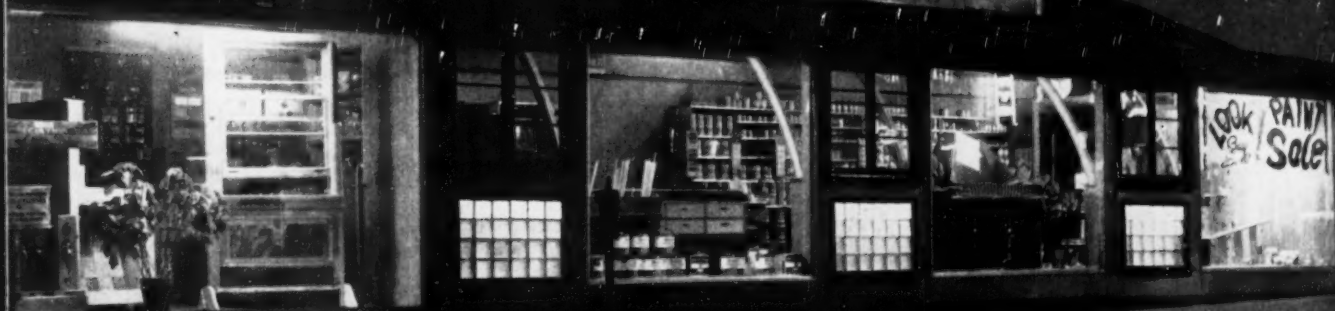
S. L. SHANAMAN, INC., Phoenixville, Pa. (population, 12,282) uses department store methods to sell building products. Recent Brand Names award winner.



**BUILDING
SUPPLY NEWS**

5 S. Wabash Ave., Chicago 3, Ill.

S. L. SHANAMAN, INC.



suggestions — valuable ones — come from the meetings, too."

4. The point contest helps Diebold push certain products at certain times of the year. "We often double the point values on products we wish to promote heavily during certain months," Wilson states.

5. There is a constant striving to obtain membership. "We have our points so arranged that a man must really apply himself diligently to become a member. As a result, membership is an esteemed honor."

Martin-Senour's Salesman-of-the-Year

Wholly different from Diebold's point system in singling out honor salesmen is the "Salesman of the Year" award sponsored by Martin-Senour, Chicago paint manufacturer. Here the salesman is judged on personal qualifications.

Each Martin-Senour divisional sales manager evaluates the salesmen under his jurisdiction and then nominates one outstanding candidate from his division for the company award.

A committee at Chicago headquarters passes on the merits of each nominee, and its choice is final. Award presentation is timed with the company's December sales conference, and the name of the recipient of the top award is kept secret until the plaque and check are presented.

Here are 20 points on which the company bases its award:

1. Honesty.
2. Efficiency.
3. Loyalty.
4. Cooperation.
5. Enthusiasm and ambition.
6. Puts company interest above immediate profit to self.
7. Has the respect and confidence of customers.
8. Has the respect and confidence of fellow employees.
9. Ability to close new business.

10. Ability to successfully develop old accounts.

11. Capacity to successfully train distributor salesmen.

12. Ability to deal with and secure the cooperation of distributor executives.

13. Makes every hour and every effort produce maximum results.

14. Understanding of proposition.

15. Personal appearance.

16. Appearance and condition of sales equipment.

17. Dependability (keeping appointments, handling mail and reports efficiently).

18. Personal moral conduct.

19. Executive ability.

20. Handles company funds advanced for expenses judiciously.

Friden's Select Group: The Conquistadores

Early in 1950, Friden Calculating Machine Co., Inc., announced that henceforward company sales representatives "anywhere in the world" who fulfilled certain requirements would become "Conquistadores," and would be invited to participate in the first "Fiesta de los Conquistadores" in Monterey, Cal.

John M. Lund, chairman of the executive committee, Friden, says that since the first annual event, the value of the program has been "extraordinary."

Conquistadores, Lund points out, are selected "simply on the basis of accomplishment. A salesman must sell his full year's quota during the 12 months preceding the convention, and must also make his monthly quota for 10 of the 12 months." It calls for steady, year-round performance, Lund states, and rules out men who may have some exceptionally good months but whose sales through the year have not been generally up to par.

"The quotas are fairly stiff," Lund

stresses, "and any man who becomes a Conquistadore has really earned his trip. There are no honorary memberships, and under no circumstances are invitations issued to men who have not qualified, even if they offer to pay their own way to be there."

Like most honor groups, Conquistadores elect officers from among their ranks. President, vice-president and secretary are elected for one year terms. Purely honorary posts, the offices entail no duties. For that reason, election to any office is a token of the esteem in which the man is held by the sales organization, and the offices are highly coveted, according to Lund. Incumbent officers form the nucleus of the nominating committee which is filled out according to their wishes, and management takes no part in this.

There is no limit to the number of Conquistadores. All who qualify are invited, but their qualifications are good for only one year. A total of 227 Conquistadores attended the 1953 convention. Each year the group has included a number of foreign representatives, some from Hong Kong, Tokyo, South and Central America, Europe.

Lund insists that no effort is spared in making conventions "truly memorable." When the Fiesta de los Conquistadores is held in California, as it is on alternate years, the Eastern and Midwestern men gather in Chicago for a trip west on the streamliner "City of San Francisco" — an all-Friden train that day. A representative of the home office is host on the train, and the trip is festive from Chicago on.

Here's what happens: After a stop-over at the factory for inspection of the plant and lunch there, the train continues to Monterey; the group then moves into Del Monte Lodge and the two hotels in Carmel which handle the overflow. Four full days

to sell the Kansas farmer buy the

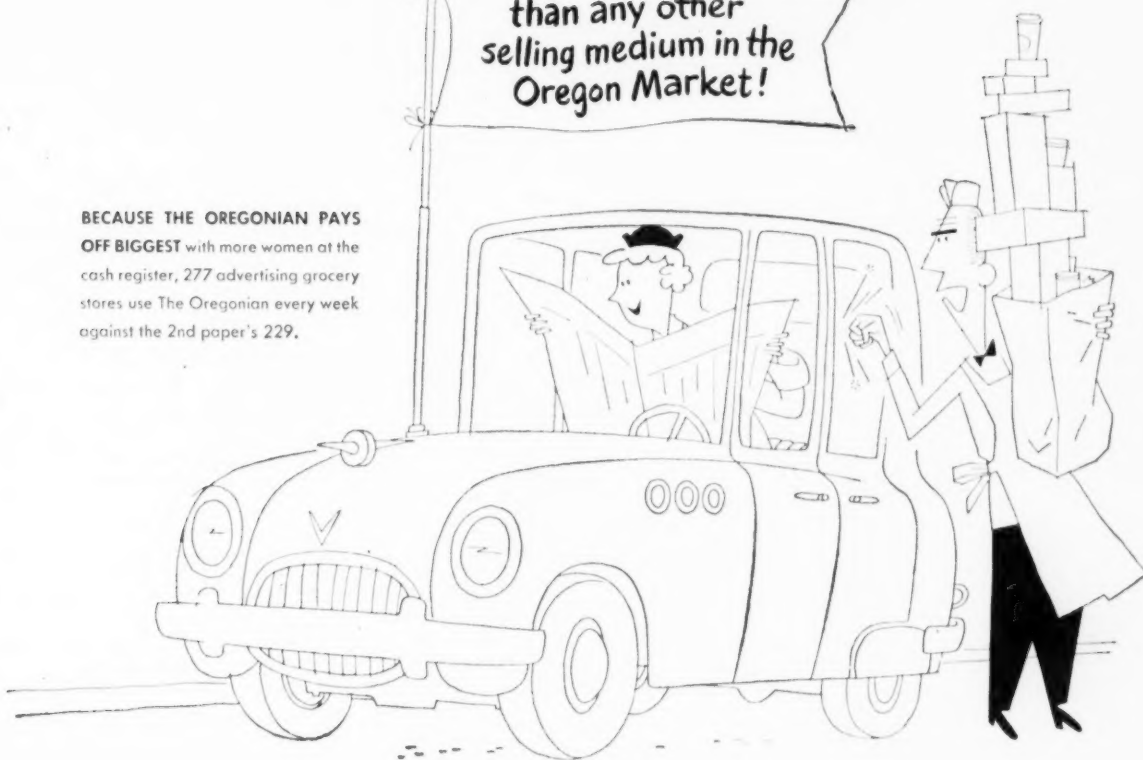
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at Del Monte Lodge are divided between business sessions and golf, tennis, fishing, sightseeing and plain loafing. All expenses are borne by the company, except those brought about by dice, cards, or extra refreshments.

What values does Friden see?

Lund suggests that management's appraisal of the program is best summed up by the comments of a Conquistadore himself, who, after one meeting said: "We've seen the sales organization grow from a bunch of salesmen getting together for a good time, to a select fraternity of professional calculator experts."

The club pays substantial dividends, Lund thinks. He says the program stimulates sales in two ways: (1) The men have a natural desire to belong to the select group; (2) benefits of membership tend to keep many men working to make quota even after they may believe "they've made enough sales and could take a little time off."

At the convention Conquistadores are offered a carefully prepared program of an educational nature, and have many opportunities to exchange experiences in group sessions and clinics. "In addition to increasing their knowledge of the business," Lund sums up, "the men become well acquainted, and the result is a strong feeling of belonging."

Pitney-Bowes Club: Sales Leadership

Pitney-Bowes, Inc., Stamford, Conn. (mailing machines), has its "Sales Leadership" club. In the employee's handbook, "You and Your Job at Pitney-Bowes," there is this comment:

"One of our most colorful and highly respected organizations is the Sales Leadership Club. Membership

in the Club is awarded to branch managers and salesmen on the basis of outstanding sales performance."

Like most award programs, this one culminates in a convention. Eligibility is on a quota basis. Quotas are set up for each salesman and branch office, with consideration given to length of service and the previous production record of the individual.

In addition to sales quotas, membership requires the salesman to secure a minimum number of orders for one or more models of machines.

There are approximately 200 winners each year, and these are managers and salesmen in Pitney-Bowes' offices throughout the U. S. and Canada. They are brought to the home office for a short visit, then transported by chartered train to a resort hotel for a period of three days.

E. M. Davis, general sales manager, says Pitney-Bowes management "has only the highest praise for this program. It has proven to be a great incentive to the salesmen and managers — resulting in better salesmanship, harder and more carefully planned work habits, and of course, an increase in sales of our product."

Goodyear's Award of Merit

Field salesmen for the Goodyear Tire & Rubber Co., Akron, O., are eligible to receive the highest award conferred upon company employees. It's called the Litchfield Award of Merit, named after Goodyear's board chairman and the originator of the recognition awards, P. W. Litchfield. Litchfield, himself, presents gold medals to men whose qualities of "leadership, loyalty, adaptability, development, improvement and accomplishment" are adjudged tops by an awards committee.

Continental's Hall of Fame

Continental Coffee Co., Inc., Chicago, has just introduced what the company calls "a new tradition," selecting *one* salesman for outstanding and exceptional performance "in every sales category." He becomes a candidate for the company's "Hall of Fame" honors for the year.

To be eligible for a place in the Hall of Fame, the route salesman must show a minimum *net* increase of 1,000 pounds of new bonus coffee poundage for the year. For each pound above the 1,000, the salesman receives 10 points.

In addition, the Continental salesman must meet special requirements in "at least eight of our monthly allied 'deal' campaigns for the year."

The top route man receives:

1. A seven-day cruise for himself and his wife, all expenses paid, including railroad fare to and from New York City.
2. A portrait photograph of the route man. The frame is engraved with the Hall of Fame insignia, and the photograph is on permanent display in the office of the company president.
3. A duplicate photograph is presented to the salesman for his home.
4. A \$500 cash award.

The common denominator among all award programs is "extra reward for effort." It is a way of transforming the sluggish into better planners, better producers. It is exciting.

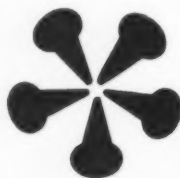
But it can fall flat if goals are beyond reach, if the program is haphazardly organized, or if the point system is too complicated to be understood easily. And before staging a contest or organizing an honor award program, the primary job for management is to define the objective.

Are men to compete against themselves, or against other groups within the organization?

Should the program help to increase the size of the order, or obtain new customers? Is it to capture sales in slow seasons, or increase quality-line sales? Is it to urge salesmen to concentrate on the promotion of a single product which they might be tempted to ignore?

Or is the award program designed to lift morale and sharpen incentive?

Charles B. Roth, in his book, "Stimulating Salesmen Successfully," sums up award programs deftly, and suggests the power of them. Because the urge to compete is "rooted so definitely in the basic desire of human beings," writes Roth, "it will always be one of the most effective means of stimulating salesmen to greater effort."



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*** The Akron Beacon Journal**

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Why Do People Buy? By the editors of *Fortune*. Published by McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York, 36, N.Y. Price, \$3.50.

A close look at salesmen and at salesmanship: The series of articles in *Fortune* on these subjects, which drew unprecedented response for the publication, has been put into book form. The articles mince no words: Where salesmanship has hit a low, where salesmen have stopped selling because "selling in this market isn't necessary," the book waxes critical indeed. The salesman's relationships with his employer, his customers, his attitude toward his job, his compensation and the public's attitude toward him are investigated herein.

Books For The Advertising and Marketing Men. Published by the Bureau of Research and Education, Advertising Federation of America, 330 W. 42nd St., New York, 36, N.Y. Price, \$1.00.

Here's an excellent classified bibliography on advertising, marketing, selling and related subjects. There are 1,747 listings, 60 subject classifications and a directory of 361 book publishers represented in the bibliography. The book is indexed by subject.

Selling To Industry. By Bernard Lester. Published by The Industrial Press, 148 Lafayette St., New York, 13, N.Y. Price, \$3.50.

The author is a consulting management engineer and was formerly a sales executive for Westinghouse Electric Corp. His book is primarily for the engineer who sells to industry. He covers the field thoroughly, with chapters on sales program essentials, successful sales interviews, meeting the prospects objections.

How To Sell Your Way To Success. By Charles B. Roth. Published by McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York, 36, N.Y. Price, \$3.50.

Want to develop a positive sales personality? Want to get the prospect to say "yes"? Want to keep your customers satisfied? The author, whose previous book was *Professional Salesmanship*, devotes his book to helps along these and kindred lines.

Evaluating Sales Training Needs and Methods. Published by American Management Association. Price, \$1.25.

A panel discussion and three chapters by experts on the subject of sales training comprise this excellent booklet. The panel members are top sales executives.

SEPTEMBER 15, 1953

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LACY E. CRAIN (left) records a vendor's sales talk.

Our Salesmen Learn Faster When They Say it on Tape

The right kinds of tape recordings help Conco Chemical's 26-man sales force to master sales presentations in one-tenth the usual time. The men record and criticize their own sales talks, and make training records for each other.

BY LACY E. CRAIN • President, Conco Chemical Co.

Sound revolutionized the movie industry; today, it can revolutionize sales training.

This is the opinion of Lacy E. Crain, president of Conco Chemical Co., Dallas, a firm that manufactures and sells floor cleaning products and sanitary supplies.

"When a salesman sells, he talks," says Crain. "So it makes sense to have him listen to effective 'spoken' sales presentations—instead of merely giving him words on paper.

"In our experience, the right sort of tape recordings quickly improve the salesmanship of the low producer, and enable both 'low' and 'high' men to master the sales presentation of a new product in about one-tenth the time this used to take. Tape record-

ings help us put a new salesman out in the field, better prepared in shorter time, than did old training methods."

Four times a year, all Conco representatives attend the company's 3-day sales training school. Conco's top salesmen do most of the "teaching," by means of tape recordings which they prepare in advance. Sessions, carefully planned by Crain and by Sales Training Director W. N. Ray, include salesmen's recorded talks on subjects such as: "How to Sell Con-O-San," "How I Sell Churches," "How to Sell to Hotels," "Cost-Cutting Suggestions I Make to School Custodians," "How I Help My Customers Use Conco's Cost-Control Service."

Each speaker is assigned a product

or phase of Conco service, with which he has done an especially good job. Usually a speaker has had sufficient experience in recording to enable him to talk naturally and enthusiastically. He is not shy.

Talks give much concrete detail, and "students" often follow a multi-graphed copy as they listen to a tape recording—then take the copy home for study.

Before a sales training school closes, each salesman answers written or oral tests on all subjects covered. His grades determine what training material is to be sent to him. Obviously, if he scores 100% on the test, "How to Sell Conco's Floor Waxes," he will need no further instruction on Wax until Conco adds new wax products. But if he answers incorrectly four or five of the 20 questions on "Selling Points of Lecco Gym Finish," he will receive printed Lecco circulars and Lecco tape recordings.

Crain says: "Besides his test papers, a man's selling record indicates the information help he needs. We send him printed matter and tape recordings on any product he's not selling in satisfactory volume."

Fifteen to 20 tape machines are maintained in the field (which includes 9 southern states) and recordings are passed from one man to another. Most of the machines are in the possession of the "middle-third" and "low-third" producers among Conco's 26 salesmen. "Our best salesman today once was our lowest producer," says Crain. "Some of our lower-third men, we confidently expect to see in the top third a year or two from now. Usually, the 'low' man has as high an IQ, and as good potential sales ability—often as good a selling record before he came to Conco—as the 'high' man. It's our responsibility to train him thoroughly on Conco products and service—and how he can fit them into the needs of his prospects."

Printed material for study, and visual aids used in sales schools, play their part in Conco training. "Our men have seen every sales training film we know of," says Crain. "Tape recordings often are combined with visual aids. For instance, a manufacturer supplied us with a silent film on a new product, and when showing this film in a recent sales school, we accompanied it with a Conco-prepared tape recording. This added much more interest than merely having a commentator."

In all sales training, Conco relies heavily on tape recordings. "A salesman pays much more attention to a voice recording than to the printed word, and gets much greater benefit,"

[illegible]

Your nearest Scripps-Howard representative will give you complete market information on Ohio's No. 1 market.

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THE
CLEVELAND PRESS**
OHIO'S LARGEST DAILY



The Cleveland Press

How Conco Began

"For the fellow who mixes imagination with salesmanship, there's more opportunity today than ever before," says Lacy E. Crain, president, Conco Chemical Co., Dallas.

Crain's career proves it. While he was an Army medical technician on Okinawa, Crain wrote to U. S. chemical firms and secured commitments on raw materials. Before his World War II discharge was five days old Crain and his wife, Margie Lynn Crain, had set up Conco in a \$4-a-month-Dallas garage. His stock: five 5-gallon cans of hand soap, a 5-gallon can of wax, and some disinfectant.

Today Conco has a well-stocked warehouse and air-conditioned offices.

Crain explains. "A 'live' sales presentation which he hears on his tape machine at night, almost equals a sales manager going out with him on sales calls."

Sometimes a new product which had sold slowly became a best seller soon after Conco "put it on tape." First draft of a new-product sales presentation is prepared by a conference group consisting of Crain, Ray, and several top Conco salesmen. Often, for such a group, Crain plays a tape recording of the supplier's talk that sold him the product. (When a supplier's salesman is in his office, he simply turns on the tape recorder.)

Why He Gets Job

Tentatively approved by the group, the new sales presentation is field-tested by the several salesmen who helped work it out. A second conference adds points which pilot tests have shown to be needed, and smooths off rough edges. Salesmen who have participated in conferences then master the new sales presentation, and the man who does the best job is asked to record his talk. Tapes are sent to all salesmen.

"We don't believe in 'canned' sales presentations," remarks Crain, "but we do ask all our men to memorize thoroughly our planned sales talks, then to adapt them in their own words and to their own selling methods. Memorizing a model presentation helps a salesman to introduce points in the right order and with right emphasis. It builds self-confidence — especially in a new Conco representative."

All of Conco's sales presentations are changed several times yearly to avoid staleness. "And because of

pick-ups by our competitors," Crain explains.

During his 2-week basic sales training in Dallas, the new Conco salesman repeatedly hears tape-recorded sales presentations. When he goes into the field (accompanied, the first two or three weeks, by a Conco district sales manager or an experienced Conco salesman) tape recordings are sent to him regularly. "Our products and services are highly technical," says Crain. "Sales maturity can hardly be expected of the new man (under 9 months to a year). However, tape recordings help him reach much faster a productiveness level profitable to him and to us." (All Conco salesmen work on commission plus drawing account. Commissions range from 5% to 35%, depending on the product. Experienced Conco salesmen earn from \$700 to \$1,500 monthly, their productiveness usually being proportionate to length of service.)

Ask Self-Criticism

Occasionally, a fairly experienced Conco salesman shows a sales lag—which is either general or on one item. He is asked to tape-record his sales presentation, which is played before the sales school group for constructive criticism. "Our salesmen voted for this group criticism," Crain explains; "but only salesmen offer criticism. Executives make favorable comments—or none."

If it is believed that a salesman might react badly to group criticism, he listens to his own tape recording in Crain's or Ray's office and usually spots his errors. "It's a revealing experience to hear one's self talk," says Crain. "A too-fast delivery, for instance, shows up at once 'on tape'."

Newer Conco salesmen seldom are asked to tape-record for criticism, as "tape-consciousness" might prevent their talking naturally. But after a man has been with Conco nine months to a year, regardless of his sales record his voice always is put on tape so that Crain or Ray may evaluate it. If the recording is excellent, the man needs no help; if there are rough edges, an executive makes tactful suggestions, or the record is played before the next sales school for criticism.

During each sales school session, recordings are made not only by all-around top salesmen but by salesmen who do a top job on particular Conco products and services. "Besides being fine training material, recordings build the ego and self-confidence of the men who make them," Crain points out. "Each 'recorder' is hailed as an expert on some phase of Conco operations. Sometimes, this recognition of a man's sales achievement on the only item with which he was succeeding has so increased his confidence that he has quickly bettered his all-around sales performance."

Who Pays Bills?

Conco makes every sales school a family affair, pays travel, food and lodging expenses for wives and children who come. Conco provides recreational activities for them while Dad attends technical sessions. Evenings, everybody gets together for hilarious Conco family parties. No liquor is served: "We have too much fun to need it," says Crain.

Perhaps a salesman is "introduced" and makes a funny speech, or salesmen may rib each other, via tape. A wives' quartette may sing, on tape. Last February during Conco's 3-day "Roundup and Rodeo Celebration" held at Lake Murray, near Ardmore, Okla., all salesmen got western names. The sales school was preceded by a "meeting in Bunk House for reunion and roundup stories," with nostalgic western music introduced by such announcements as, "We will now hear 'Red River Valley' sung by Montana 'Chick' Lukens, Hash McConnell and Slim Mitchell." At an evening party, salesmen and their wives danced to recordings of square dance favorites.

Tape recordings help Conco reap full benefit from many lively sales contests. During a recently concluded "Success Stories" contest, salesmen wrote short essays on "successes" shown by various Conco products, in use. Each salesman submitted as many entries as he wished, but each



WHBF

When you buy
radio time (or TV)
in the QUAD-CITIES

... remember

WHBF is now CBS!

This powerful combination offers you
better Quad-City coverage at lower cost

Now more than ever WHBF Radio is a necessary MUST
on the list of many aggressive advertisers who want to
sell profitably to the 242,000 people of the Quad-Cities
(plus the additional thousands in the trading area ad-
jacent to this important Midwest market.)

CONSIDER THESE LATEST MARKET FACTS

Among the 165 Standard Metropolitan County areas in Sales
Management's 1953 Survey of Buying Power—the Quad-Cities
rank:

84th in POPULATION

74th in RETAIL SALES

80th in FOOD SALES

70th in DRUG SALES

64th in AUTOMOTIVE SALES

30th in EFFECTIVE BUYING INCOME
per CAPITA

41st in EFFECTIVE BUYING INCOME
per FAMILY

A consistently good market that will share with you its spend-
able income through the medium of WHBF, the Quad-Cities
favorite station, and CBS, the nation's favorite network.

AVERY-KNODEL, Representatives

LESLIE C. JOHNSON, V.P. and Gen. Mgr.—Telco Bldg., Rock Island, Ill.



242,000 PEOPLE

MORE LOCAL ADVERTISERS USE WGAR!

*More Than
Ever Before*

There's a reason why WGAR enjoys overwhelming acceptance by local advertisers—now more than 100! The reason—more sales per dollar spent!

PROMOTION attracts listeners; quality programming keeps listeners. WGAR has both.

Typical WGAR promotions include:



COLORFUL BILLBOARDS

Heralding "The Big Show Wherever You Go", they feature local WGAR personalities, plus CBS stars—help merchandise WGAR advertisers!



MOVIE TRAILERS

Outdoor and neighborhood theatres are starring WGAR personalities and shows; boosting listening.

SPECIAL EVENTS

Fifteen hundred listeners joined in WGAR's annual excursion train to Ohio State Fair (4th year) and County Fair displays and broadcasts.

WINDOW DISPLAYS

Remind Northern Ohioans of WGAR stars and activities—boosting programs and advertisers alike!

In Northern Ohio



THE SPOT FOR SPOT RADIO

Cleveland
50,000 watts



CBS

Eastern Office: at
665 Fifth Ave., N.Y.C.
Represented by The Henry I. Christal Co.
In Canada by Radio Time Sales, Ltd., Toronto

Leadership

The real leader relies on authority arising out of the common desires and objectives of the group . . . a leader inspires others to do voluntarily and cooperatively what is in the balanced best interests of all. A real leader earns his authority by understanding, integrating, interpreting, representing, and supporting the common desires and objectives of the men whom he leads.

By L. Byron Cherry
Management Consultant
General Electric Co.

essay had to be accompanied by a 15-gallon or larger order on the product about which he wrote. Winning essays, tape-recorded in the home office, will be sent to salesmen out in the field, then will be used at Conco's October sales training school in Dallas. "This contest brought us a lot of fine sales talks," says Crain.

Conco still has six of its first seven salesmen, hired in 1946. Now there are 26 salesmen, including six district managers who also sell. (Though still comparatively small, Conco has become one of the largest companies of its kind in the South. In 1946, Conco grossed \$30,000; currently, each month exceeds that amount. Manufacturing only about 30% of its merchandise, Conco sells all products under its own brand name.)

Sales force turnover is unusually low and Conco, known as a good firm to work for, gets many more salesmen's applications than it needs. "Happiness and productiveness of our sales force stem from many factors," comments Crain. "Our men live out in their sales territories. We choose happily married men, who own their homes or are paying for them, and who play an active part in their communities. Each salesman's family takes a keen interest in Conco. (During some sales contests, we make the man's wife his 'sales manager,' and send his contest mail to her. 'Success Stories' prizes—\$20, \$30 and \$50—went to winners' wives.)

"But to build a permanent, productive sales force, we rely most of all on sales training. 'Tapes' help our men polish their sales presentations to maximum effectiveness, and help them acquire the technical know-how so important in developing 'orders' into satisfied Conco customers."

More Advertisers Use WGAR LOCALLY!

*Greater than
Our Greatest
Year*

1953 sets an all-time high for local advertisers using WGAR! National products, too, must win local acceptance to win sales. WGAR has demonstrated its powerful local influence through quality programming and topnotch promotion.

More People Working



With nearly two million on the job in the area served by WGAR, there's a tremendous market of people willing and able to buy.

More Spending

Nearly 8 billion spendable income; average income nearly double the national average; here's a market where it pays to use the effectiveness of WGAR!



More Selling Power

For results use WGAR! WGAR reaches more listeners, more often and more effectively than any medium in Northern Ohio! For results, use WGAR!

In Northern Ohio



THE SPOT FOR SPOT RADIO

Cleveland
50,000 watts



CBS

Eastern Office: at
665 Fifth Ave., N.Y.C.
Represented by The Henry I. Christal Co.
In Canada by Radio Time Sales, Ltd., Toronto

BLACK MAGIC BOARD

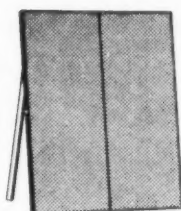
QUICK • DRAMATIC • EFFECTIVE

Here's the answer to your presentation problems. Here's how you and your sales staff can multiply your effectiveness at sales meetings, dealer meetings or conventions. Easy to use — the "Black Magic Board" dramatizes your message. Its visual appeal holds the attention of your audience — makes them wonder what's coming next. As the speaker talks, he builds up colored symbols on the board and these symbols adhere as if by magic. The audience SEES and REMEMBERS your story!



BMB No. 2

Size: 36 x 30 inches
Board and carrying case,
Price \$50.00
Board without case,
Price \$45.00

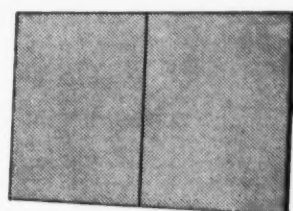


carrying Size: 36 x 15 inches

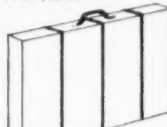


BMB No. 5

Size: 36 x 60 inches
Board and carrying case,
Price \$55.00
Board without case,
Price \$50.00

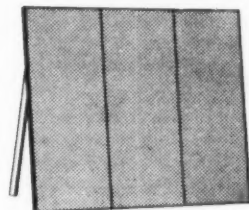


carrying Size: 36 x 30 inches



BMB No. 3

Size: 36 x 45 inches
Board and carrying case,
Price \$60.00
Board without case,
Price \$55.00

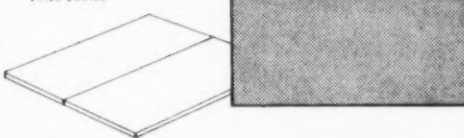


carrying Size: 36 x 15 inches



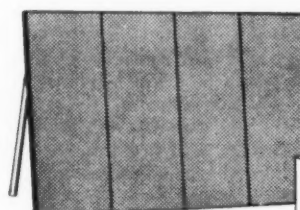
BMB No. 1

Size: 36 x 48 inches
Board shipped in a
corrugated folder,
Price \$30.00



BMB No. 4

Size: 36 x 60 inches
Board and carrying case,
Price \$70.00
Board without case,
Price \$65.00



carrying Size: 36 x 15 inches

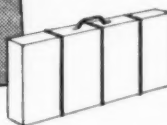
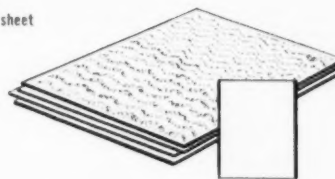


ILLUSTRATION STOCK SHEETS

Size: 20 x 28 inches
Can be cut into
six sections,
Price: \$2.50 per sheet

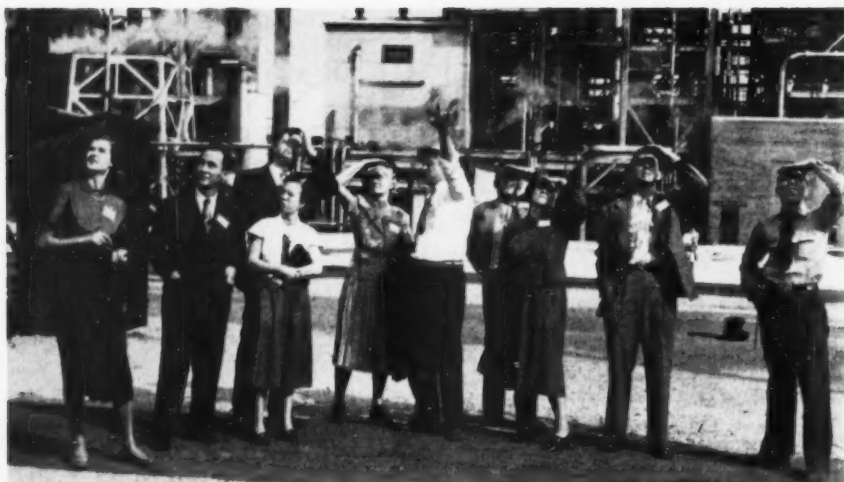


SPECIAL KIT Board No. 1 including five (5) illustration sheets. Price **\$39.50**

ALL PRICES PLUS SHIPPING • All prices subject to change without notice.

A complete visual presentation service **SALES ANALYSIS • FIELD STUDIES • CREATIVE IDEAS & VISUAL PLANNING • ART MECHANICALS • COPY • PRODUCTION & DISTRIBUTION • TRAINING**
SALES STRATEGY PLUS VISUAL METHODS In all visual media.

HILE-DAMROTH, INC. 270 PARK AVENUE NEW YORK 17, N. Y. PLAZA 5-2078



How Standard's

People Build

Goodwill:

PEOPLE WHO LIKE US buy from us. That's why plant tours have become an important part of Standard Oil's public relations program. At the company's Whiting, Ind., refinery, a group of school teachers look up at a complicated "cat cracker."

How—and Why—Standard Oil Puts Its Public Relations Policies in Writing

Why write 'em down? Answer: Everyone on the policy level is forced to think through each separate phase of the program. Each is forced to evaluate good public relations as a management function. And there are many other dividends.

BY DAVID J. ATCHISON

When employees of one company deliver 2,162 speeches in one year, that's a tremendous step in the direction of good public relations; when 1,202 of these speeches are made by field managers, and 841 by field manufacturing men, against 119 by top brass in the general office, it's time to turn the spotlight on that company's public relations department.

To Standard Oil (Indiana), speech-making is an integral part of its public relations program. But this activity is only one facet of the overall picture. Other phases are received with equal enthusiasm by employees in the field and in the Chicago home offices. Obviously, all 51,000 employees (28,000 in the parent company, 23,000 in subsidiaries) are wholeheartedly

behind Standard Oil's public relations department.

How was it possible for this large organization to achieve impressive results? The answer might be the "Sales Field Public Relations Manual" issued by the company on September 2, 1952. Public relations directors and/or advertising managers in Standard Oil's 28 sales fields in 15 Midwestern states cooperated in compiling it, as did key personnel in refineries.

A healthy 10" x 11½" loose leaf book, bound in red leather and indexed for easy reference, it has become the "Bible" of public relations policy for the organization. It is the result of a one-year writing job, designed to establish uniformity of operations and policy on a higher level than had existed.

Conger Reynolds, veteran public relations director for Standard Oil, had long thought there was a need for this kind of book and—as the company grew and its public relations activities increased, the need became increasingly evident. A long-range planning committee took over the job.

Sections of the book were written by specialists within the public relations department. Company policy matters were checked by the board of directors, headed by Dr. Robert E. Wilson, Chairman. The year's writing time, and checking of drafts, by the board, created much enthusiasm among board members, according to Reynolds, who found that the long chore served to "co-ordinate thinking of top management on public relations matters."

The Standard Oil manual is divided into two parts, with 16 sections in "Part A" and four sections in "Part B." Each section deals with a different public relations or publicity activity such as press relations, meetings, public speaking, tours and open houses. Responsibility for compiling all information was divided among the three assistant directors of public relations: John Canning, in charge of press and radio information; James M. Patterson, in charge of field public relations; Don Campbell, specialist on employee-public relations.



BAG OF TEST-TUBE TRICKS is sure-fire attention-holder when S-O speakers explain refinery operations to outsiders.



MANAGEMENT FUNCTION in employee relations is pointed up when S-O employees from general offices in Chicago gather each year to hear discussion of annual report, ask policy questions of board of directors seated on stage.

Patterson and Campbell made extensive field trips to learn what was needed by area managers to better their public relations attitudes and reception. The PR men in the field were enthusiastic about the proposed book and were of invaluable assistance.

As each section was written, a draft of it was sent to each field manager along with questions the staff needed to have resolved. Managers were asked to make suggestions and additions. These "installments" were mailed instead of the entire book because, Reynolds says, "They were easier to read and, given to them in small doses that could be digested easily, these drafts performed a 'selling job' for Standard Oil." Field men were pleased to note that material dealt not so much with "how to do it," but rather with "what's to be done."

When the book was finally distributed last fall, the general reaction of field managers was, "Why didn't we do this long ago?" Probably one reason, Standard's PR staff believes, is that "getting information from them, before this, was like pulling teeth, a situation found in almost every big company. Our men had a chance to help with the book, and they became interested. And, of course, the field public relations men believed that it was the answer to their prayers."

Appraisal of top management's reaction in Chicago was something like this: "The most valuable part was that we got company officers to read and think about these public relations needs." Reynolds and his assistants



TEACHING 4-H YOUTH proper farm equipment care is part of company's PR plan. Dr. Robert E. Wilson, chairman of the board, hands youngster \$300 scholarship he won in maintenance contest backed by company.

are certain that great values came out of the participation of top people who became aware of the importance of good public relations as they read the section drafts.

Five hundred of the red books were printed for field sales personnel. A slightly altered version was titled "Refinery Community Relations Manual" and had a production run of 100. The latter book, covered in dark blue leather, is referred to as the "manufacturing manual," and has a different approach to such sub-

jects as training, indoctrination of new employees in company policy, etc.

With Standard Oil people in 4,600 towns in the Midwest, and different type problems encountered in each community, a myriad of public relations subject matter was necessarily covered in the red manual.

In the introduction to the book, "Your Responsibilities in Public Relations," signed by D. F. Benton, vice-president, sales, and A. C. Sailstad, general manager, sales, the purpose of the manual is set down with

In Chicago the newspaper which shows the largest lineage increase in new passenger car advertising is the **CHICAGO AMERICAN**

Nationally Represented by
Hearst Advertising Service

For the **WRITE** line to
GOOD WILL!

INSIST ON
The Original and Genuine
PRESDON
VU-RITER

Patented, Triangular
Shape Fits the
Natural Curve
of the Hand.

Ferber

PEN CORP.
ENGLEWOOD, N. J.

emphasis "to give sales fields a practical guide to good public relations."

"We want people to like our company—to do business with us on a friendly basis," the introduction states. "People who like us buy from us. Public good will makes it easier to operate our business profitably, to get and keep better employes and dealers, and to retain investor confidence."

Benton and Sailstad maintain that responsibility for public relations is "heaviest at the top of our organization. The responsibility for over-all policy and direction rests with the Chairman and the Board of Directors. They and others have the counsel and services of the Public Relations Department in the General Office."

Sales Managers Boss P.R.

"In the sales field, the manager is primarily responsible for public relations activities. The field public relations representative assists him. The manager may also assign specific public relations tasks to assistant managers, the office manager, sales managers, salesmen, agents, and others."

"All supervisors are expected to know company policies and practices. They, in turn, inform employees under their direction. Both help to tell the company's story and to report public attitudes to management."

"Each employe has an influence on the opinions of his friends. All can help. Some do more than others."

"Part A" of the Standard Oil manual covers "Sales Field Activities—Policies, Responsibilities, Procedures." Section 1, dealing with press, radio, TV, clearly defines company policy as being one to "help the press, newspapers, magazines, and other publications—as well as radio and television—to report and interpret the Standard Oil business story to the public." (The terms "press" and "press relations" in this section mean *all* outlets for news and feature material.)

Field managers are told that it is also company policy to:

1. Issue news releases or statements on matters of genuine news value and public interest.
2. Provide the press with abstracts or copies of talks by company people.
3. Supply factual information willingly and promptly in answer to inquiries from press representatives.
4. Willingly and immediately permit access to plants for reporters and

photographers in times of emergency, such as fires and floods, to the limits of national security and human safety.

5. Willingly and immediately state the known facts of an emergency situation in answer to inquiries from responsible representatives of the press, even though the facts may not always be favorable to the company.

6. Provide factual information to correct misstatements.

7. At all times maintain good working relations with the press.

Managers are also told that it is company policy to:

Limit statements to subjects related to company business and the petroleum industry.

Refrain from expecting or requesting any preference in treatment of news about the company because it is an advertiser.

Refrain from giving construction costs or monetary damage resulting from fire, flood, or accidents unless authorized by the manager.

Responsibility for press relations in the field is clearly and sensibly set down to eliminate any confusion as to delegation of duties: "Responsibility for press relations is greatest among those who determine policy, by which news is created. It is also important among all who execute policy and those who meet the press in public appearances as company representatives."

The Chain of Command

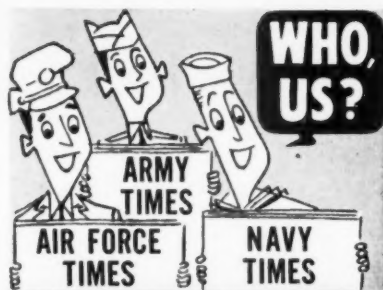
Three more points of explanation follow:

The Public Relations Department in the General Office is responsible for over-all guidance of the company's relations with the press and in general for the dissemination of news and educational information.

The manager is responsible for press relations in his territory. Within his jurisdiction, he is spokesman for the company and authorized to speak for it, especially in emergency situations, in keeping with the facts and his best business judgment.

The public relations representative carries out press relations activities in his field under the direction of the field manager and with the aid of other company people as circumstances dictate.

If the field manager is unfamiliar with the workings of the press, he will not be in the dark for long as he reads the next section on "Procedure." The manual tells him about



YES, BUDDY..... YOU'RE BIG BUSINESS

You servicemen and your families spend 7 BILLION dollars on consumer goods yearly. Smart advertisers sell to you with ads in the network of weekly service newspapers.

GREATEST SERVICE COVERAGE
LOWEST COST PER 1,000 READERS
Market data book yours for the asking at nearest office.

ARMY TIMES • NAVY TIMES • AIR FORCE TIMES

ARMY TIMES PUBLISHING CO.

3132 M. ST. N. W.
WASHINGTON 7, D. C.

Branch Offices in: NEW YORK • LOS ANGELES
PHILADELPHIA • SAN FRANCISCO • CHICAGO
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Coming Soon!

The New Annual Edition of

INDIANA'S

"GOLDEN ZONE"

MARKET BOOK

An up-to-the-minute compilation of valuable information covering the entire Fort Wayne market—of keen interest to Sales Managers, Advertising Managers, Advertising Agencies.

Now on the press. Limited edition. Reserve your copy now! Write today!

—Paul H. Knapp, Mar. Gen. Adv.

THE NEWS SENTINEL
THE JOURNAL-GAZETTE

Fort Wayne, Indiana

the various media, news handling, writing the press release, picture-taking and field office news coverage.

Other companies that have experienced difficulties in defining for their field offices just what is news and what is not in their particular scope, might adapt the Standard Oil plan. According to Standard there are, in general, three distinct methods for releasing company news in which field offices are involved:

a. News originated and released by a field: The types of news events that occur locally within a field and are to be covered and handled by the field include: Changes in personnel; presentation of service pins; receipt of safety awards; retirements; new dealers; openings of new stations; meetings; sales contest winners; local news features; field spot news; interviews; public speeches. (It is assumed that the speeches and interviews themselves will be based on information approved for publication.)

b. News released by a field, but originated by the Public Relations Department, General Office: In some instances, pattern releases, completed news stories, or outlines of plans for handling news stories are furnished to field offices. The release of these stories to the press, whether involving mail or personal contact, is delegated to the field organization. Whenever possible, local material is added to increase local news interest. Each release is issued on the information paper used by the field office.

c. News released to the press in a field by the General Office: When the circumstances require that the Public Relations Department of the General Office release news material directly to the press in any field, every effort is made to inform fields as far in advance as possible. When possible, fields will also be supplied with background material to guide them in dealings with the local press should there be calls for additional information.

Other topics covered in press relations are distribution of releases, working with the press, personal contacts, special situations, press conferences.

Public speaking is covered in the second section of the manual. Conger Reynolds wisely adheres to the belief that while "press, radio and television departments are important, they are not the whole thing. We strive for public relations, not just publicity." Standard's policy on public speaking covers three phases:



and your families in Great Britain, Europe and North Africa. Circulated from London 5 days a week. Parallels the sweep of AFEX (Air Force Exchange) System throughout England, Europe and North Africa. Reaches American consumers abroad.

Get advertising rates from nearest office.

AIR FORCE DAILY

an
ARMY TIMES PUBLISHING CO.
publication
HOME OFFICE
3132 M. ST. N. W., WASHINGTON 7, D. C.
LONDON OFFICE
102 Park St., W. 1, LONDON

Branch Offices in: NEW YORK • LOS ANGELES
PHILADELPHIA • SAN FRANCISCO • CHICAGO
LONDON • PARIS • FRANKFURT • TOKYO



Smart Packers
Use Balloons...

- To spark new product sales!
- To "switch" kiddies and their buying parents to YOUR brand!
- To advertise seasonal items... "specials".

Because Balloons...

- are inexpensive, easy to use
- have real toy value as premiums
- carry your imprinted advertising far and wide

It pays you to write TODAY for samples, ideas, imprint and low cost information to Ad Service Department, The PIONEER Rubber Company, 109 Tiffin Rd., Willard, Ohio.





Give your men an even break when they move!

● Those salesmen or executives you are going to transfer . . . give them a break by having their household move carefully **Pre-Planned** by United Van Lines and moved in **Sanitized** vans.

When a United agent is on the job, your people can keep their minds on your work! That's because the efficient United team takes over and gets everybody settled happily, on schedule.

For details, just dial the nearby United agent, listed in your classified phone book. He is always prepared to serve you promptly.

Write for your United Rate Calculator to help determine moving costs. We will also send a helpful United Moving Kit.

UNITED VANS EXCLUSIVELY
ARE **SANITIZED**
FOR YOUR PROTECTION



United VAN LINES, INC.

MOVING WITH CARE EVERYWHERE
OVER 400 AGENTS IN U. S. and CANADA
Headquarters—ST. LOUIS 17, MISSOURI

Standard encourages public speaking by employees whom managers consider qualified to represent the company and promote favorable public opinion. Personal appearances provide benefits that cannot be obtained through impersonal approaches.

Expenses and fees: Field management approves use of time and travel expense. Distance, size of audience, and value to the company are considered. Fees and expenses are not to be accepted for public appearances in behalf of the company.

Politics: No employe may speak as a company representative in partisan politics. Any employe may, of course, speak as a private citizen in behalf of any cause he considers worthy of support.

The public relations representative in the field office is active in the public speaking programs. He:

1. Develops groups of local speakers to make talks and show films.
2. Helps to get speaking engagements.
3. Develops source materials and helps company representatives prepare talks.
4. Provides audio-visual equipment and trains others to use it.

5. Publicizes speeches.
6. Speaks publicly and shows films as time permits.
7. Prepares a quarterly public speaking report on activities of field personnel for the General Office Public Relations Department. (When films are presented by a company representative, reports are made on film circulation and public speaking. When films are loaned to outside people, only the film circulation report is made.)

Offer Film Service

Standard Oil encourages widespread use of suitable motion pictures and sound slidefilms for public relations purposes. The company has found that films are excellent public relations tools and that audiences are constantly growing. In 1952, Standard Oil films were shown to three and a half million people, and the public relations department estimates that more than four million will make up the 1953 audience.

A section of the manual devoted to films explains procedures for showing them. The public relations representative in each field has a film

catalog listing more than 2,500 16mm sound pictures which may be borrowed without cost; approximately 3,500 are available for nominal rental fees.

Standard's policy on meetings is explained in these words: "It is company policy to gain all possible public relations benefits from meetings held by Standard Oil with employees, dealers, and segments of the public. In meetings we can often obtain understanding, win employee and dealer loyalty, and gain friends and customers. Meetings provide opportunity for full explanations through answers to questions; and they permit the warmth and friendliness of personal contact."

Standard Oil points to three kinds of meetings in which public relations play a part:

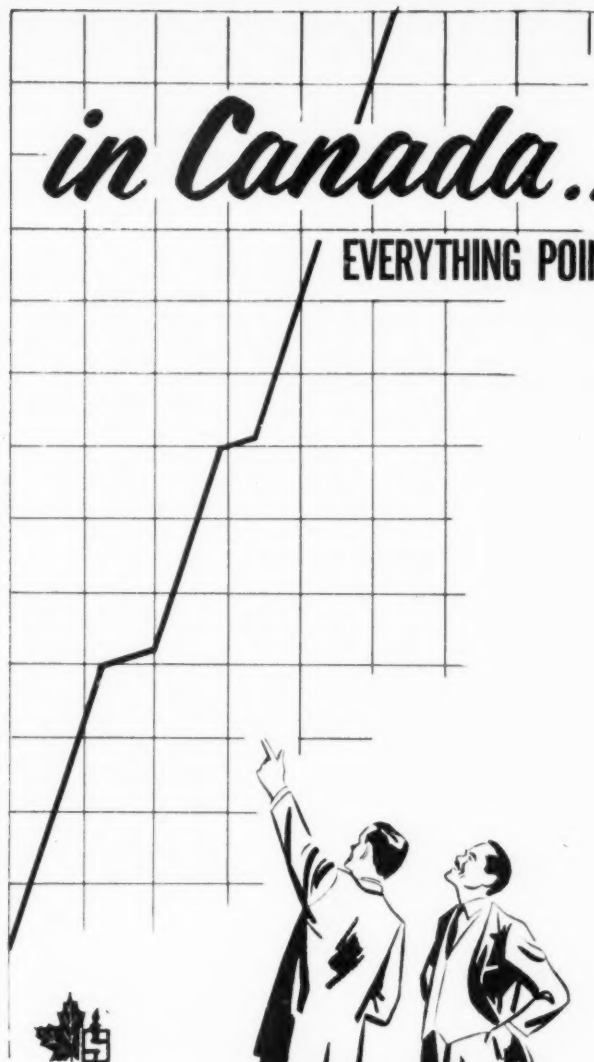
Meetings mainly for public relations purposes. Examples: press conferences; employee discussions; Annual Report.

Meetings mainly for other purposes, at which time can be devoted to presentation of public relations subjects. Examples: discussion of Oil Progress Week plans at meetings with salesmen, agents, and dealers; discussion of 4-H program at agents' meetings.

Sales, training, and other meetings

in Canada...

EVERYTHING POINTS TO GREATER EXPANSION...



The 7 Southam Newspapers

The Ottawa Citizen

The Hamilton Spectator

The Winnipeg Tribune

The Medicine Hat News

The Calgary Herald

The Edmonton Journal

The Vancouver Province.

- "Canada now is well launched on its way to being one of the mightiest nations of the world"; so stated the London News Chronicle in a recent editorial. Evidence of this statement is shown in the huge development of Canada's rich mineral, oil and forest resources from Newfoundland to British Columbia. The ever expanding industrial output and the accompanying growing demand for consumer goods are setting new records. In the face of all this, Canada is still a great agricultural country. She has enjoyed record crops for the last few years which have resulted in greatly increased farm revenue.
- Capital expenditures for the current year are now estimated at \$5,564 million, 9 per cent higher in value than the corresponding 1952 figure.
- For the first five months of 1953, retail sales were \$4,591 million, nearly 7 per cent above those of the corresponding period of last year.
- With very few exceptions employment continues at high levels. The earnings of the gainfully employed were never better. Bank deposits are at an all-time high.
- The effective annual buying income per family in the areas served by the Southam newspapers ranges from \$4600.00 to \$6300.00 and the annual retail sales per family \$3600.00 to \$5000.00. These prosperous communities represent a readership of over 1½ million persons each publishing day—great potential markets for the sale of consumer goods and services of all kinds.

The 7 SOUTHAM NEWSPAPERS OF CANADA

For detailed information please communicate with Conklin and Woodward, 22 East 40th Street, New York 16, N. Y., or any of their branches at Detroit, Chicago, Atlanta, Los Angeles and San Francisco.

REACH OVER 1,500,000 CANADIANS EACH PUBLISHING DAY

without specific public relations objectives or presentations. Such meetings can provide public relations benefits. Examples: desirable publicity on meetings; further distribution of facts to employees or others.

Salesmen, who are usually called together to hear their manager discuss a sales campaign are a "captive audience" for the public relations man, who in turn discusses the importance of building good will.

Manual Offers Check List

Other sections of the Standard Oil manual cover such diverse public relations activities as: tours (plus open houses and special events); contributions to charitable, welfare and civic activities; youth and educational activities (Standard Oil is famous for its interest in 4-H, Future Farmers of America and Junior Achievement); letters, bulletins and posters; personal and telephone contacts; company publications; employee training; surveying public attitudes; institutional advertising.

Section 16 of the PR manual is again ripe with material which is applicable to any industry or company. Called the "Public Relations Check List," it serves to check back on all foregoing sections by asking several questions under each section heading—questions the field manager might ask himself about these sections.

As an example, questions under "Section I" (Press, Radio, TV) are:

Do you keep an up-to-date index and mailing list of news and financial writers for the newspapers in your area?

Do you have a working arrangement for quick distribution of releases to all newspapers?

Are farm papers, business publications, and general magazines of the field area included in your information program?

Do you have pictures of the field management personnel available for immediate publicity?

Are you acquainted with the news staffs of the radio and television stations in your area?

Do you have an integrated program for handling information in case of an emergency?

Under "Section 6" covering contributions:

Do you give prompt, courteous replies to solicitors directed to you, who

are working for fund raising campaigns?

Do you carefully evaluate the merits of a fund solicitation and calculate its value for building good will before recommending that the company contribute?

Under "Section 11—Personal and Telephone Contacts":

Do you have an employee information program in the hands of supervisors designed to keep employees aware of current problems and developments?

Do you regularly review with supervisors the subject of employee telephone courtesy?

Are drivers of company vehicles conscious of the public relations importance of their conduct as motorists on the highway?

How do you keep employees aware of the public relations value of amiable personal contacts with customers, stockholders, and the general public?

Standard Oil's public relations force in the Chicago office tries to be the model insofar as telephone contact is concerned. The company tested local offices of Capital Airlines after learning that telephone conduct of Capital's employees was excellent. Capital is used as an example of ideal telephone deportment.

Part B of the manual deals with "Long-Range Public Relations Planning." Standard Oil's "Public Relations Platform, Principles and Program," in chart form, "Organization (Present and Projected)" of the Public Relations Department, and "Duties of Field Public Relations Representative."

Long Range Planning

The "Long-Range" section describes itself in the opening paragraph: "As a result of a survey of public attitude toward the company, Dr. Robert E. Wilson, Chairman of the Board of Directors, appointed a Long-Range Public Relations Planning Committee on September 16, 1948. The committee represented the production, manufacturing, sales, research, law, industrial relations, distribution economics, and advertising departments. The director of public relations was chairman."

Dr. Wilson summarized the committee's objectives as follows:

1. To review the Public Attitude Survey, comments on it, suggestions made by various individuals, and other information, including the Public Opinion Survey, bearing on the

attitude of the public and of our employees toward our company.

"2. To recommend an integrated public relations and employee relations program designed to improve the situation as revealed by these surveys and to serve as a general guide for public relations work, institutional advertising, and company policies affecting public relations, etc., over the next few years."

The committee concluded work and was disbanded on January 9, 1953.

Its activities included a thorough study of the public relations policies and practices that had grown up over the years. In a comprehensive report, the committee stated the company's public relations objectives, procedures and needs. Into this framework it fitted 33 proposals for strengthening the public relations program.

Statement of Principles

After reviewing the report in detail with the committee, the Board of Directors authorized development of specific plans to carry out most of the proposals.

The committee divided the supplementary projects into four categories: those already completed or started; those to be given priority; the long-range projects; projects to be deferred until those of greater urgency had been handled.

Standard Oil classifies its "Publics" into seven categories: employees; dealers; stockholders; customers; suppliers; general public and special publics (such as public officials and politicians, newspaper and radio people, educational institutions, etc.).

Standard believes that these people will "like us when we follow these principles of good public relations:

"Public good will grows out of understanding, respect, and recognition of advantages to be gained.

"The elements of a good program to cause or hold friendly attitudes are behavior that the public approves and good communication with the publics concerned.

"Communication with publics must be two-way: We must understand the public and they must understand us.

"To bring about understanding, we must use terms and symbols that will convey meanings as exactly as possible.

"Responsibility for public relations activities is heavy at the top of management and spreads throughout it.

"Every representative of the company has power to influence the public relations situation for better or worse to some degree."

Salesmen Say: "Less Pep, More Data"

Today's salesmen are left cold by the "lets-get-out-and-knock-'em-dead" type of sales meeting, according to results of a survey of electrical distributor salesmen conducted by *Electrical Wholesaling*.

No. 1 want: description of product and its uses.

Other basic sales meeting features, in the order they were ranked by the salesmen, are: (2) tips on how to sell the product; (3) charts, models, films to bring out sales points; (4) comparison of products with competitor's lines; (5) how to meet sales arguments of competitive products; (6) price compared with that of competitors; (7) demonstration "gimmicks," samples to help sell product; (8) size of market and how much it is worth; (9) question-and-answer period to help clear up problems; and (10) outline of national consumer product advertising.

Some respondents noted that they are resentful of executives, sales managers, and others who walk in and out of meetings at will, giving the impression that they have more important things on their minds, and then jump up at the last minute to give falsely enthusiastic pep talks.



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
372,946 DAILY • 301,686 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO

SEPTEMBER 15, 1953

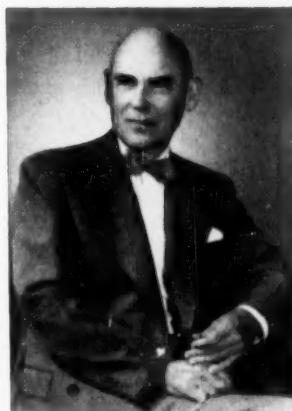
Local-Level Knowledge Is A MUST for TOP-LEVEL DECISION MAKING

"The old bromide 'grass roots knowledge' is as valuable a principle today as when its importance was first discovered years ago," says Harry C. Clarkson, New England Regional Manager for The Nestle Co., Inc.

"Our experience in the New England region has taught us that the area is not ONE big market . . . instead, New England is a rich, total market made up of numerous major markets, a multitude of satellite markets and a myriad of interdependent communities.

"Distributor channels are varied . . . and only by working in N. E. at the local level have we been able to properly evaluate some of our wholesale sales figures for advertising-budget recommendations.

"For example, the Worcester Massachusetts market is 26th in retail grocery sales in the United States . . . yet, our wholesale figures don't give it the same prominence in our books. But, because it is our responsibility to know our markets, we find that while Worcester is self-contained with a good number and good quality of grocery distributors who serve the independents and voluntary cooperatives . . . two of the major chains (A&P and First National Stores) have warehouse and distributor points outside of the Worcester market. Therefore, our wholesale figures for Worcester do



Harry C. Clarkson, New England Regional Manager for The Nestle Co., Inc.

not include the large volume sold by the 70-odd, A&P and First National Stores in the Worcester market.

"Therefore when our company plans a newspaper campaign for Worcester, we don't sell ourselves short . . . we use full schedules because the retail sales potential is considerably greater than our wholesale figures reflect."

• This advertisement is published in the interests of a fuller understanding of the **WORCESTER MASSACHUSETTS MARKET**, by the Worcester Telegram, The Evening Gazette and the Sunday Telegram. George F. Booth, Publisher, Circulation daily, 154,490; Sunday, 104,308.

COMING . . .

Management By Committee:
How It Works at Compo

By Charles W. O'Connor, President, Compo Shoe Machinery Corp.

in SALES MANAGEMENT October 1

Who Gets In The "S-T Club"?

Only the distributor salesmen who sell service along with electrical appliances. "S-T" means "Sell-Through," and retailers select the men who deserve membership honors.

Appliance retailer #1: "The distributor salesman is more interested in his order book than in helping me to move appliances."

Appliance retailer #2: "One distributor salesman who calls on me deserves recognition for his helpfulness; he stands head and shoulders above the rest."

What makes the latter man a better man?

He (1) conducts at least one product training or promotion meeting per week in a dealer's store, and makes at least two consumer calls per week with the dealer or his salesman. . .

(2) reviews with each dealer at least once every three months his advertising and promotional program to determine how this program can be made more beneficial to the retailer. . .

(3) approaches each dealer's store not only with an order blank but with at least one concrete idea designed to help him improve a specific phase of his business. . .

(4) checks on delivery of display pieces and sales literature and follows through to see that they are put to use. . .

(5) contacts the dealer's service department on each trip and gives it what help he can.

Two Objectives

With these five qualifications, the staff of *Electrical Dealer* began its country-wide search last March for 20 distributor salesmen to honor them as charter members of a new organization—the magazine's "Sell-Thru" club. Objectives: (1) Honor distributor salesmen who show as much interest in helping dealers move the appliance-radio-TV goods they sell as they show in writing up the wholesale order, and (2) encourage other distributor salesmen to perform their jobs better—to conform with the five-point "Distributor Salesman's Oper-

ating Code," and gain membership in *Electrical Dealer's* ST club.

First announcement of the ST Club was made in the March, 1953 issue of the magazine. Dealer readers were advised that any distributor salesman who subscribed to the operating code was eligible for membership in the ST Club. Dealers were advised to make nominations on an official form included in the article. They were told that in order for a man to be elected to Sell-Thru Club membership, he must be nominated by at least three retailers.

The editors anticipated a dearth of nominations, and announced that they were seeking 20 charter members for the organization, with May 1 as the closing date for charter nominations. By closing date, 47 distributor representatives had been elected to ST Club membership.

Becomes National

Encouraged by this response, the magazine continues to invite retailers to send in nominations. As of August 1, 75 wholesale salesmen, from nearly every state in the union, had been qualified for Sell-Thru Club membership because they do more than "sell to."

Men elected to the ST Club by the dealers they service receive a handsome pocket cigarette lighter engraved with a special ST Club emblem. Too, they receive ST Club membership cards, and have their pictures published in *Electrical Dealer*, along with short biographical sketches and comments of dealers who nominated them.

What sparked *Electrical Dealer's* campaign to get distributor salesmen to "sell through," to follow up the sale with service?

To obtain the dealer's viewpoint as to how the distributor salesman could improve his performance, the editors asked some of the country's top electrical dealers to prepare articles in which they noted shortcomings of dis-

tributor salesmen. These articles appeared under the heading, "The Dealer's Mind," and were written by such men as Mort Farr, past president of the National Appliance and Radio-TV Dealers Association; Harry Price, vice-president of NARDA; Al Robertson, Oklahoma City dealer, who writes sales training articles for *Electrical Dealer*, and Dave Urner, prominent California retailer.

According to Jack Adams, managing editor, "Some of these dealer comments were appalling, to say the least. Typical were comments such as: 'A dealer, today, could operate successfully by calling his distributors and ordering merchandise from a catalog,' and 'The distributor representative should be as much of a salesman as a retail salesman'."

Cause for Complaints

Electrical Dealer's editorial staff decided it was time to find out what was wrong with wholesale salesmen. They chose Kalamazoo County, Mich., as a typical area, and surveyed electrical dealers in that county. Each dealer was asked a number of questions designed to determine if his distributor salesman was providing the type of help he needed. Although the 71 dealers registered various complaints, their answers boiled down to: "The distributor salesman is mainly interested in getting me to sign an order for merchandise."

While retailer complaints followed no definite pattern, according to Adams, "It appeared that selling to rather than *through* the dealer was the basic cause for most of them. It was interesting to note that complaints were registered by some of the county's largest appliance retailers as well as by some of the smallest."

In that same year, NARDA conducted a similar survey among its member dealers. Results were reported by Mort Farr in a speech delivered before the annual convention of the National Association of Electrical Distributors. In this speech, Farr showed that an overwhelming preponderance of NARDA members were dissatisfied with the performance of distributor salesmen, and cited numerous ways in which the wholesale men were falling down on the job.

In talking with dealers, *Electrical Dealer's* editors soon became aware that while most retailers would voice dissatisfaction with distributor salesmen as a whole, they would, when prodded, admit that there was one distributor salesman of their acquaintance who stood head and shoulders above the others.

How high can a subscription renewal percentage go

82.2

Some circulation experts say a publication can never expect the subscription renewal percentage to go above 85%. Deaths, retirements and similar changes in the reader's status prevent it.

Even with this margin, however, the renewal percentage of many publications is far below ceiling. Circulation managers know that *these other* losses, bad as they are, point to something much more serious. They'll tell you dissatisfied subscribers usually quit on a publication before the subscription expires, often months earlier.

Disappointed, they just let the subscription run out . . .

And all that time their value to the publication's advertisers is practically zero.

To some circulation managers, life . . . for that reason . . . is one sad moment after another. To others . . . well, consider the case of SALES MANAGEMENT's circulation manager .

The latest available A.B.C. statement (for the period ending ~~December 31, 1952~~ *June 30, 1953*) shows

81.3% renewals . . .

highest in the sales and advertising fields. Our C.M. is beaming with joy . . . in a vocal sort of way.

"Got my eye on that 85%," says he, "and we're still moving up."

SALES MANAGEMENT, he adds, (with a sheaf of A.B.C. statements in his hand) is doing the best job of holding readers' interest for advertisers. "We keep our advertisers' audience well stabilized. They don't have to introduce themselves to a brand new group of prospects year after year."

Sept. 15
~~AUGUST~~, 1953

SEPTEMBER 15, 1953

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L

It was against this background of retailer grumbling that the magazine early in 1953 decided to launch its Sell-Thru Club program, to use outstanding distributor salesmen as shining examples.

By honoring these top-notch salesmen, Adams and his staff hoped to inspire wholesale representatives to better their performances. "By case examples," Adams says, "the magazine planned to show the flood of wholesale neophytes who had entered the electrical appliance industry after World War II, how they could make themselves welcome in dealer stores."

As a result of conversations with dealers, the editors developed their "Distributor Salesman's Operating Code." Though operation according to this code entailed only a minimum performance on the part of the salesman, it was believed that distributor salesman compliance with the code would be a step in the right direction.

Why Are They Tops?

Many dealer nomination blanks were accompanied by letters in which the retailer outlined ways his nominee used to help sell *through* dealers. A typical comment: "If we had more distributor salesmen like this man, we would have no problems." Or: "I believe one of the prime functions of a wholesale salesman is to co-ordinate the efforts of his organization and those of the retailer, welding them into a powerful, hard-hitting sales team. My nominee has mastered this art to the satisfaction of all, not only in the sale of his product but in cementing congenial company relations."

Electrical Dealer recognizes the abilities of these "standout" salesmen and has devoted cover stories to their methods of operation. Adams says that "Future issues will carry similar stories, and ST Club members will

be invited to contribute articles that will provide valuable information for other wholesale men."

What do the elected members themselves think of the plan? How about their bosses? Distributor principals, though not surprised that one of their ace employes had qualified for ST Club membership, expressed appreciation to the magazine for the attendant recognition accorded their organizations. Distributors, dealers and salesmen have made interesting and complimentary remarks about the ST Club.

Howard Lochner, sales manager, appliance department, Coast Electric Co., San Diego, said: "We want you to know that we believe the Sell-Thru Club will serve to emphasize the important qualifications of good distributor salesmen. This kind of publicity for the 'right' way to sell will improve the methods of many wholesale men who were not elected to the original club membership."

The dealer—Wittman Appliance, Merriam, Kan.: "Your operating code for distributor salesmen is excellent, and I have posted the six points under the glass top on my desk so they can be seen by salesmen."

The distributor salesman—E. F. Stoll, The Moock Electric Supply Co., Youngstown, O.: "Your operating code for distributor salesmen in my opinion is a 'code of success,' and I shall always attempt to live up to such standards as long as I am in this business."

All distributor salesmen are highly honored when they are elected to the Sell-Thru Club, and most of them are modest enough to be surprised, Adams says. He cites the instance of Malcolm M. Jacobs, salesman for the Dallman Co., San Francisco.

Last spring Jacobs walked into the store of one of his dealers in San Francisco. "I'm going to get you a cigarette lighter, Mal," the retailer told him.

"What do you mean?" Jacobs asked.

"Don't worry, you'll find out," the dealer answered.

"It wasn't until the next night," Jacobs admitted, "when I was looking through a copy of *Electrical Dealer* that I noticed the article on the Sell-Thru Club. Then, I knew that this dealer had nominated me for membership."

Will Conditions Improve?

Though he is grateful for the honor bestowed upon him through election to the ST Club, Jacobs maintains that the tasks he performs to help his retailers are not unusual. Helping a dealer to move the merchandise makes sense to Jacobs.

Adams says that while the Sell-Thru Club is still in its infancy, the editors plan a continuing program of activities "which, it is hoped, will permit these top salesmen for wholesale houses to help improve conditions in the electrical appliance industry."

At least three ST Club members have received promotions since their election to the organization. "Undoubtedly, men of this caliber would have continued to progress in their jobs anyway, but one member advises us that his ST Club affiliation played no small part in his promotion."

Some distributors have made a ceremony of presenting the lighter and membership card to a new ST Club member. Usually this is done before the entire sales organization, which immediately places the recipient in the "leader" class in the eyes of the audience. Distributor employe magazines have heralded election of an employe to the ST Club.

"In dollar value, the lighters aren't worth a lot to the salesman," Adams says, "but they are inordinately proud to be able to flash out their ST Club lighter every time somebody wants to light a cigarette. And they always hold it with the insignia out, which is a neat trick if you can do it. They want the person they're 'lighting up' to see that they have received a signal honor."

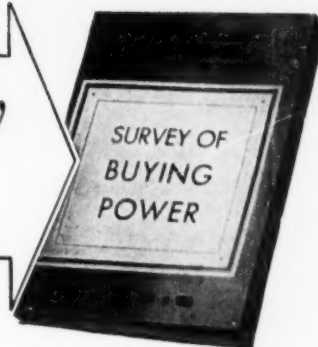
Electrical Dealer's editors do not delude themselves that the creation of the ST Club will overnight transform every wholesale representative into a "sell-through" distributor salesman. They are, however, happy to give recognition to those men who have done an outstanding "sell-through" job.

By helping the dealer to sell, the distributor salesman renders a valuable service to the dealer, his company, the industry and the nation's economy.

A Big 1 in Akron Ohio

One big newspaper (evening and Sunday) at one low cost! That's the **AKRON BEACON JOURNAL** with 99% coverage of Akron's metropolitan area.

**IBM Cards used for this survey
are available to YOU**



1953 - SURVEY OF BUYING POWER - CARD 2			
RETAIL SALES			
CARD NO.	STATE	COUNTY	CITY
1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28
29	30	31	32
33	34	35	36
37	38	39	40
41	42	43	44
45	46	47	48
49	50	51	52
53	54	55	56
57	58	59	60
61	62	63	64
65	66	67	68
69	70	71	72
73	74	75	76
77	78	79	80
81	82	83	84
85	86	87	88
89	90	91	92
93	94	95	96
97	98	99	00
1953 - SURVEY OF BUYING POWER - CARD 1			
POPULATION			
BUYING INCOME			
CARD NO.	STATE	COUNTY	CITY
1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28
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73	74	75	76
77	78	79	80
81	82	83	84
85	86	87	88
89	90	91	92
93	94	95	96
97	98	99	00

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By using only those cards conforming to your particular sales territories, you can conveniently apply the SALES MANAGEMENT Survey of Buying Power to your own market areas. Through MARKET STATISTICS, INC., the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office. More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

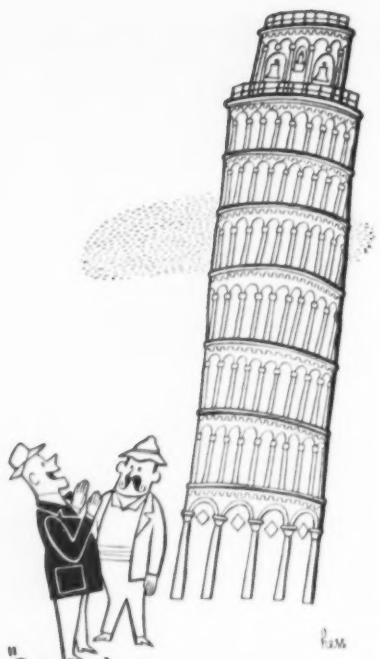
It is only necessary to determine what factors (or combination of factors) published in the Survey would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details.

For further information on how to use the Survey of Buying Power on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC., 432 Fourth Avenue, New York 16, N. Y. (Telephone MU. 4-3559).

MARKET STATISTICS, INC.

RESEARCH CONSULTANTS TO SALES MANAGEMENT

432 Fourth Ave., New York 16, N. Y. MU-4-3559



Bravo...but
you should see the new rooms
at the **SHERMAN**
in Chicago"

SMARTLY RESTYLED..
brilliantly designed...

1,500 new rooms now
ready to make your next
stay in Chicago
a memorable event.

1,500 new reasons...
you should always stay
at the Sherman...
Chicago's "personality" hotel.



World Famous Hotel
THE SHERMAN
Chicago

Frank W. Bering, Board Chairman • James A. Hart, Pres.
Pat Hoy, V. P. and General Manager

"Visual Language" Helps Sell Half of G-E's Volume

(continued from page 25)

soundly planned participation in only the shows that pay off.

Q. How does the sales manager participate in this exhibit activity?

A. Annually, our Supervisor of Exhibits prepares a list of recommended shows, and suggests a budget for adequate exhibition. Our Product and Industry Sales Managers review the recommendations and decide whether or not the show is worth entering and whether the budget is in line. They indicate what products will be exhibited, help in planning, and see that the exhibit is properly manned with strong salesmen—and then followed up.

Q. How about your Film Production Unit?

A. It is set up to produce motion pictures, slidefilm, and recordings; the technical side of the production, that is. We have a sound studio, a small lab, editing room, slidefilm photography room, production projection room, film vaults, and portable equipment for location shooting. Actually, it's not as big as it sounds. It's kind of cramped, and the fellows usually double in brass.

Q. Does it pay off to maintain this facility?

A. With our volume, yes. They're able to liquidate all expenses against jobs and still produce for a good deal less than we'd pay outside. And of course there's a real premium here in immediate availability of film and recording services. When we have to produce short sequences in no time flat, we can.

Q. But you also have films made by commercial producers, don't you?

A. Yes, quite a few. Generally, our Film Production Unit is used for movies made in nearby G-E factories; and for special-event films. For most of the large-scale motion pictures we go to producing firms in Hollywood and New York City.

Q. How do you handle relations with these producing firms?

A. That's part of the job of the Program Unit. The Program Unit is our creative center for film pro-

grams, stage presentations, sales kits, conference programs, and TV shows. It consists mainly of project supervisors and copywriters.

Q. Project supervisors. That's Navy talk, isn't it?

A. Yes, the title and the idea were picked up from the Navy's wartime experience with film projects. A project supervisor will take over any visual-aids assignment right at the idea stage, and supervise the project through to completion. Sometimes this means writing and directing a show; sometimes he supervises the work of hired writers and producers.

Q. What does he contribute to a film project, for example?

A. Somebody has to maintain liaison between the film producer and the sponsoring company. In some companies, the advertising manager or even a sales manager tries to take this on part-time, sometimes with the advertising agency's help. You have to pay for this work in terms of somebody's time. In our company, with the big volume of visual aids, we find it most economical to turn the job over to visual-aids specialists.

The project supervisor interprets the company's needs to the film producer; he interprets the producer's needs to the company. He does the script research, gives creative direction. He ties the film project in with other on-going campaigns. He maintains standards, sees that all approvals are obtained. He plans for release and distribution. He sees that contractual obligations are fulfilled. All this has to be done; it's done most effectively and economically by a specialist who knows the pitfalls and shortcuts, if you have enough volume to warrant the staff of specialists.

Q. Couldn't this be done by an agency?

A. On individual projects, an agency could do some of this supervision. But to handle our entire integrated program of visual aids, internal and external, on a continuing basis, there is no single qualified agency that could do it as economically, as quickly and as well as our corps of specialists.

Q. Do you have an example of real savings by these specialists?

SALES MANAGEMENT

A. Quite recently, a film project got started "outside of channels," and the participants were willing to agree on the producer's \$75,000 price. Then, when they got into contractual and technical considerations, they called us in on the job. We analyzed the project and got the producer to agree that the job could be done as well in the \$50,000-\$60,000 range. Even figuring the cost of our services (and remember, this liaison work must be paid for somewhere along the line no matter who does it), that was a substantial saving.

Q. You spoke also of a Staging Unit.

A. Yes, that's the smallest Unit, but very important. It supplies the technical stage construction, lighting, projection, sound, and backstage direction necessary for staged presentations—large and small.

The Staging Supervisors will lay out specifications for staging a sales conference in a hotel ballroom, for example. They'll supervise construction to get the best-looking stage for the least money. They'll either operate the show themselves, or supervise a hired crew. One day they'll simply project films in a hotel room. Next day they'll rig a factory building with drapes, stage, p.a. system, closed-circuit TV, and six simultaneous film projectors—to stage a shareowner's meeting. Very versatile organization.

Q. The whole Visual Education Unit sounds versatile. How many people are in the Unit?

A. Forty people—about 10% of the total Apparatus Advertising and Sales Promotion Department. The cost of the operation is fully liquidated by fees charged for services performed. We keep a close check on records of equipment use and personal productivity, keep from accumulating excess baggage.

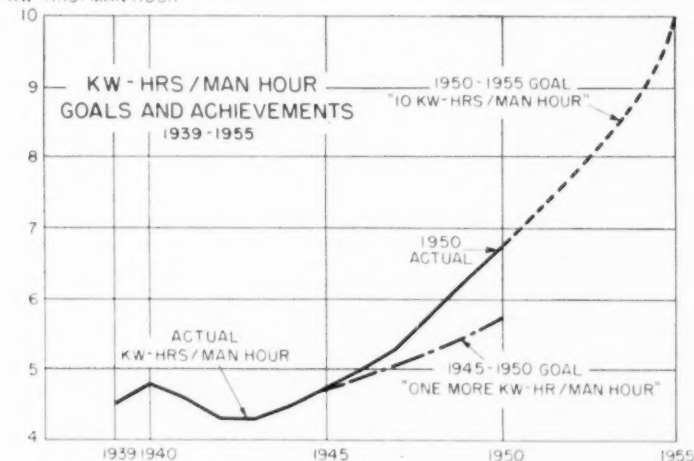
Q. Can you give us an idea of the volume of visual aids business handled by your organization?

A. The Program Unit is handling about 250 assignments a year—anything from a simple chart presentation to a \$100,000 movie project. Work in the Film Production and Staging Units is pretty well geared to these same assignments, although they also have independent assignments. In Exhibits, I've already indicated participation in about 40 national trade shows, 70 local shows, and dozens of sales-aid and display projects.

Q. Are any visual media particularly booming?

A. I don't know how general our experience is, but immediately after the war there was a sharp increase in film programs and, of course, the resumption of trade show activities. In recent years, the biggest gains have been scored in staged business presentations and salesmen's demonstration kits. And, of course, TV. Television isn't really a major factor, as yet, in industrial selling, but there are special cases where we have found that it pays off handsomely.

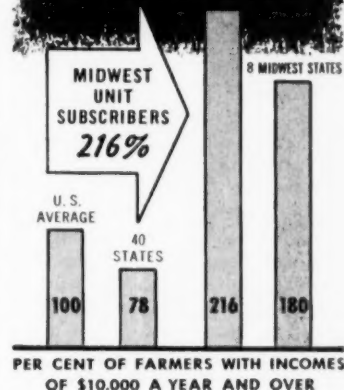
KW-HRS/MAN HOUR



"MORE POWER TO AMERICA" goal of one more kilowatt hour per manhour by 1950 was far exceeded. A strong factor in this achievement has been the continuing visual programs. Goal for 1955 is an ambitious 10 kilowatt hours per manhour. By selling benefits of greater power usage, G-E helps itself to greater share of apparatus sales.

SEPTEMBER 15, 1953

Compare BUYING POWER!



**New U.S. Census Bureau
Facts will sell you...
and Help you SELL**

Your sales potential is highest where farm income is highest. In the 8 Midwest states served by the Midwest Farm Paper Unit, farm incomes are more than twice the U. S. average. This fact is just one of many in the new special study by the U. S. Census Bureau that will simplify your farm sales problem. Write us for your copy.



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Q. Can you give us a sampling of some of your most important visual-aids projects in recent years?

A. The project with the most powerful and lasting effects is the "More Power to America Program." This program was started eight years ago and it's still going strong. It's been called the most consistent visual-education project in industry.

Q. What, exactly, is the More Power Program?

A. It's a continuing market development program, designed to increase the use (and sale) of electrified equipment in industry, on the farm, and in the community services. The program doesn't depend entirely on visual media, of course, but the visual media are right at the heart of it.

What we've been trying to do in this program is basically an educational job, showing customers and prospects the latest electrical developments in their field. And right away, you can see that others would be interested in doing the same thing.

Electric utilities, for example, want to develop the market for power. Machinery manufacturers want to develop bigger markets for powered machinery. Civic organizations and officials want the public to back im-

portant community improvements involving new equipment. So we provide sales tools that can be used by any and all these natural sales allies—and thus, in a sense, multiply our own sales force for the market-development job.

Q. Specifically, what are the elements of the More Power to America Program?

A. In 1945, we announced that we'd implement the program in six ways: (1) film programs; (2) exhibits; (3) regional conferences; (4) a magazine for utility power salesmen; (5) special promotional campaigns; and (6) more technical assistance from G-E engineers. And that's the plan we've followed.

Q. Could you give us some details?

A. Film programs, for example. Every year since 1945 we've issued three or four MPA film kits presenting the latest developments in a given field of technology. Some of the subjects include materials handling, sewage treatment, textile-mill modernization, industrial power distribution, and so on. About 27 subjects thus far, and the library is growing.

Each MPA kit consists of a top-quality movie or slidefilm, an authoritative engineering manual, and usu-

ally a handout piece for film audiences. Our salesmen use the kits with customers, but because we make them honestly educational (General Electric is *never* mentioned in the scripts) we've sold hundreds of them for use by others who are also interested in higher productivity, better community life, and bigger markets for power and machinery.

Q. You mentioned MPA exhibits...

A. There are a certain number of displays tied in with the film programs, but the real *tour de force* was the More Power to America Special—a 10-car streamlined train loaded from stem to stern with operating exhibits of electrical apparatus.

The train toured the country for a year and a half, and was visited by 200,000 invited guests (top buying influences—it wasn't a public exhibition). Results were terrific, not only in terms of immediate sales leads, which developed by the score at every stop, but in terms of industry leadership and building future sales.

Q. And these regional conferences, what are they?

A. We've held a number of national and regional conferences with



Manufacturing shipments in August continued to sag slightly from the spring peak level, reflecting not only vacation shutdowns but also stoppages in automobile output due to fire, strikes, and stock-

taking. In general, industrial shipments seem to be definitely heading downward in the third quarter from the high levels established in the first two quarters.

utility personnel, to discuss mutual market-development opportunities in the industrial field.

In addition, there have been numerous MPA Productivity Forums across the country. G-E and the local utility co-sponsor these day-long programs, to which local industrial executives are invited. They're relatively simple stage presentations, in which G-E and utility engineers present (with visual aids) practical ideas for improving productivity and cutting costs in local industry.

With anywhere from 150 to 300 good prospects in the audience, listening to a whole day's presentation of money-saving ideas, you figure the equivalent amount of time and money it would take for individual salesmen to do the same job. This is show business harnessed to salesmanship.

Q. What are the results of your More Power To America Program to date?

A. In 1945, American industry was using 4.74 kilowatt hours of electricity per manhour. Our announced goal was to increase that national average by 1 kilowatt hour per manhour, by 1950. This was 20% faster than the average had ever increased in any previous five-year period. But when 1950 rolled around, we had achieved double the original goal; industry was using 6.75 kilowatt hours per manhour.

In the same five-year period, U. S. power generation rose from 269 billion kilowatt hours to 388 billion kilowatt hours a year, and shipments of electrical machinery rose from \$5.66 billion in 1946 to \$11.39 billion in 1950.

It would be foolish to claim that the MPA program brought this about by itself, but our management feels that it was decidedly a factor in the record-breaking increase in markets for electrified machinery.

Q. Have you set goals for the future?

A. In 1950 we announced our over-all goal for 1955: 10 kilowatt hours per manhour. We also expect MPA to contribute toward a 15% increase in output per manhour by 1955, and a \$100 billion total five-year expenditure by business for plant and equipment. In addition to these broad goals, each project in the MPA Program has objectives in its own marketing area.

Q. You spoke of the use of visual

aids for communication within your own company. Do you have examples?

A. Our organization will be called on to help in program planning, writing, preparation of visual aids, and staging of many internal conferences during a year. The point is, it costs money and time to bring in key men for these conferences. Every minute must pay off, with clear presentation of useful information—and enough color and showmanship to keep the audience alert and receptive. The better we can make these meetings, the fewer we must hold—and that's basically why it's worth-while to use presentation specialists in preparing and staging the programs.

Q. For instance . . .

A. There was the Apparatus Marketing Conference, attended by several hundred members of G-E marketing management from our sales districts and product departments—two three-day presentations, completely staged to make the marketing data memorable and exciting.

There are the conferences presented by the company's various service divisions. For example, Manu-

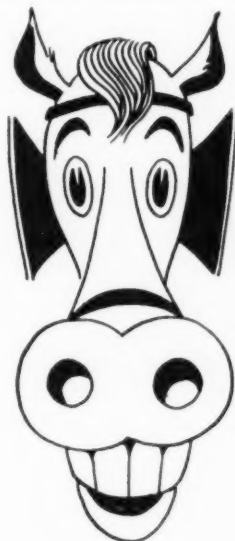


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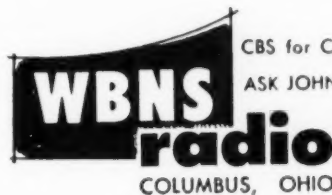
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WANTED

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facturing Services wants to present goals and techniques for all the manufacturing management throughout the company. This kind of thing just couldn't be done by mail; it's best done by planned presentation and discussion.

There were the Management Conferences last fall, when the top officers of the company went on a 9,000-mile tour to present goals and policies for the next 10 years, to several thousand members of G-E management.

Twice a year, we help Apparatus Sales Management prepare a Business Review (with charts and slides) for presentation and discussion with executive management. Then the same Review material is packaged as a kit of scripts and slidefilms, and kits are sent to our District Sales Managers so that they can hold local meetings, if they wish.

And of course, there are always sizzling sales meetings to launch a new product, meet-the-boss meetings for employee relations, shareowners' meetings, and sales meetings with agents and distributors.

Q. Didn't I hear about a road show you did for your agents and distributors?

A. "The Time of Your Life." That was the name of the show. For six weeks this spring, we had two troupes on the road—professional entertainers, product engineers, and a stage crew, plus a truckload of staging equipment and demonstration materials. All in all, they covered 30,000 miles, and presented 33 two-day conferences for our agent and distributor salesmen, across the country.

Q. What was the show about?

A. A complete presentation of the G-E Apparatus line of products handled by distributors: about 20 products. We told the product advantages, where to sell them, and how to sell them. This could be dull, but the presentation was souped up with a very generous injection of show business. There were motion pictures, slides, skits, contests, prize-drawings, visual-cast demonstrations, magic acts, ventriloquists, bathing beauties, song-and-dance routines, and even a plot about two salesmen on an unlimited expense account.

Q. What were the results?

A. Maximum! Better distributor relationships, terrific enthusiasm among their salesmen as well as our

own. The salesmen ate it up. And our management has convincing evidence that this enthusiasm is paying off in sales.

Q. Time to summarize, Mr. Fegley. Is there any particular lesson from your company's experience that would prove valuable to sales management?

A. I guess there are three major lessons to be learned:

1. Visual media *are effective* in industrial selling, market development and management communication.

2. You get best results when you utilize specialists who have developed a certain fluency in the whole visual field; who are as much at home in the world of visual language as the accountant is in his world of balance sheets, or the engineer in his technical world.

3. The use of visual media must be completely *integrated* with your own sales promotional activity. So often, the visual aids are regarded as "gimmicks" to dress up a campaign. If that's all you want out of your visual aids, that's all you'll get—and you won't get your money's worth.

Q. That word "integrated" always gets a laugh among salesmen when management's back is turned. Can we substitute another word?

A. Yes, we'd better keep a proper perspective on it. Ask any salesman, and he won't talk in terms of "integration." He'll probably tell you that his product handbook is his most important sales tool. Ask any of our advertising managers, and they'll tell you that space advertising is the backbone of their operation. And they're both right.

But visual education, in our company at least, is no longer a *fringe* in our sales promotion effort, and has item. It's one of the major media come to full recognition as a tool of management communication.

COMING...

Learn how imaginative sales organizations put demonstrations on prospects' doorsteps by creating mobile showrooms in trailers and coaches...

In SALES MANAGEMENT
October 1

SALES MANAGEMENT

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Attention: Mr. Larson

Chicago 1, Ill.

The Scratch Pad

BY T. HARRY THOMPSON

That sigh you hear in Siberia may be Beria, or whatever I mean.

Idle Thoughts Dep't: What ever became of the sulfa drugs?

Add similes: "As bogged down as a jammed weathervane."

Even if it did sound like a paraphrase of Hebrews 13:8, Frank Marshall hopes that copywriter wasn't conscious of being sacrilegious when he wrote: "There's no finer cab service in Chicago. It was so yesterday. It is so today. It will be so tomorrow."

AFTERTHOUGHT: That mad desire to shut your mouth after you've put your foot in it.—*Pipe-Dreams*.

Guess the advertisers of electric ranges are too polite to say that the heat is never "gone with the wind" . . . that there is no flame to be blown out or even deflected by an errant draft.

REJECTION-SLIP: The petticoat she sent back to the store.

Gabriel Heatter would call it a ding-ger . . . the name the medical profession picked for the gauge that tests your arterial pressure: "Sphygmomanometer."

Obvious slogan for the Audubon Birdcall, described in a *Post* article: "Strictly for the birds."

Writes Raymond Corporation's Bill Peck: "Dear Harry: While doing some painting around my place over the weekend, I wondered what happened to the slogan adopted some years ago by the paint-and-varnish

manufacturers: 'Save the Surface and You Save All.' Did the termites finally undermine and destroy that too?" It's still in use, Bill, I think; wasn't given the brush.

A bargain-sale, too, in a manner of speaking is a counter-revolution.

Who remembers Cliff Friend, a piano-and-patter man who used to dream-up song-titles like "Everyone Has Someone. All I Have Is You"?

An old-timer is one who can remember when the Senate was a law-making body and not a detective bureau.

Rhythm Section: "Since the days of 'Yankee Doodle,' folks have cheered for Chicken Noodle." —*Campbell's Soups*.

Sign reported over a display of baby chicks: "Cheepers By The Dozen."

Bob Hope says: "Only one in a hundred is a leader of men. The other ninety-nine are followers of women."

Dick Dickson writes that, when Billy Hardbarger saw a friend standing in the rain outside a swank nightclub, he asked: "What are you going to do? Stand out here and get wet, or go inside and get soaked?"

The strapless Whirlpool Bra "flatters where it matters." A pointed remark, judging by the illustration.

Lew Belmore is quoted as saying: "As long as people are born, a Salesman Will Never Die. As long as people must eat, drink, wear clothes, live in houses, have pianos, radios, and

television-sets, the thousand-and-one gadgets, and all the necessities of life, a Salesman Will Never Die."

Sign at a Turkish bath: "We Make Young Colts Out of Old 45's."

Marshall Pickett tells me about the Toronto optometrist who advertises: "Eyes Examined While You Wait."

Neat head on an Ayer house ad featuring Client United Air Lines: "When time flies, so can you."

For his new firm, Homer Smith puts it into a capsule: "With Ditto, the first writing is the last writing."

One of Arthur Godfrey's 60,000 letters a month, according to "The Wolf Magazine of Letters," was from Gretchen Gierman, of Lake Odessa, Michigan, who Dear Arthur: "I had a horrible dream and woke up to find I had taken several bites out of the pillow. No ill effects, though. I just felt a little down in the mouth." Reader Paul Weiner, of Purofied Down, should like that.

Wonder if there's a paymistress anywhere named "Delia Watts Cumming"?

I wish I'd said that: "Hollywood, troubled by 3-dementia . . ."—*Time*. Also: "Curdle up with a good mystery," sign seen in a book-shop window.

At a recent session of his Dale Carnegie Sales-Course in Birmingham, Ala., Percy Whiting says they had a panel of sales managers. One said he didn't like salesmen who peek at what he has on his desk. A purchasing agent countered: "Don't leave stuff on your desk you don't want a salesman to see. It's a damn poor salesman who can't read a requisition upside down!"

Orville Reed says the trouble with being a leader today is that you can't be sure whether the people are following you or chasing you.

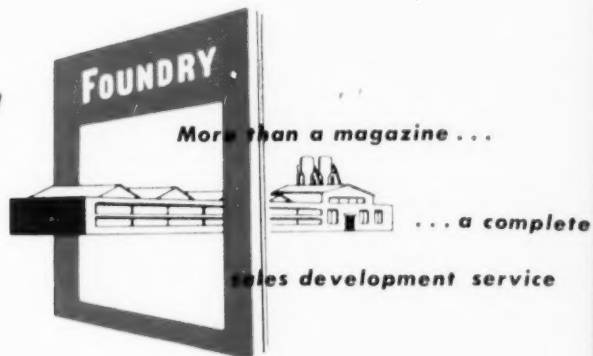
Some sage says the sense of uselessness is the severest shock our system can sustain.



Foundry's **PLUS** **SERVICE**

will help give your sales
a boost wherever metals are cast

What is PLUS 5? It's your key to more business from foundries. It gives every FOUNDRY advertiser a bonus he can get from no other source. Here is help in analyzing this market — studying sales territories and potentials — planning the sales effort — and creating a constructive promotion program to the 5 billion dollar foundry market. It's time to take a new look at this market — and at the unusual selling aids we have for you. Say PLUS 5 to your FOUNDRY representative and he'll show you this 5-step program designed to move more of your products into foundries.



FOUNDRY • Penton Bldg. • Cleveland 13, Ohio

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YOU CAN get retailers to stock and push your brand in Chicago when you build your sales promotion plan around the Chicago Tribune. Because it gets the buying action they want, they make the Tribune their basic medium. They place more of their advertising budgets in the Tribune than in all other Chicago newspapers combined.

Retailers know that Chicago's families look primarily to the Tribune for buying ideas and that it gets an intensity of interest and response which no other medium can equal. Further, with hundreds of thousands more readers than are

reached by any other medium, the Tribune has the penetration and impact that produces the greatest volume of sales.

The people whose buying attracted over \$57,000,000.00 in advertising to the Tribune during the twelve months ended June 30, 1953 are the people you want to sell. A Tribune representative will be glad to help you work out an advertising program that will sell more to them and create a strong consumer franchise for your brand. Why not ask him to call?



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